

# ALTERNATIVE ENTERPRISE AND AGRITOURISM: FARMING FOR PROFIT AND SUSTAINABILITY TOOL KIT

## TABLE OF CONTENTS AND ABSTRACTS

For

### IX. TOURISM DEVELOPMENT

*Agritourism in New York State: Opportunities and Challenges in Farm-Based Recreation and Hospitality.* Farming Alternatives Program, Cornell University. This publication provides a realistic look at the important concerns and the economics of agritourism operations, including first-hand accounts of operators in NY. Call 607-255-9832 for a copy.

*Agritourism Resource Packet.* Farming Alternatives Program, Cornell University. This resource packet contains materials used in the 1996 and 1997 Farming for the Future Leadership workshops. Call 607-255-9832 for a copy

*Taste, Face and Place of NY Farms! Photo Contest.* NY Farms has a photo contest where winners compete at the state fair. It is open to all ages and to both professionals and amateur photographers. The goal is for winners to tour the state and photos to be placed in high traffic areas where urbanites will see them. For more information, contact Glenda Neff, NY Farms, POBox 1491, Auburn, NY 13021. 315-255-9267 or email: nyfarms@baldcom.net.

*Tourism USA: Guidelines for Tourism Development.* University of Missouri, Department of Parks, Recreation and Tourism, University Extension. This 214 page publication addresses—appraising tourism potential, planning for tourism, assessing product and market, marketing tourism, visitor services and sources of assistance. Worksheets are included to facilitate development of a plan. Out of print. Call James A. Maetzold 202-720-0132 for a copy.

*Considerations for Agritourism Development.* Sea Grant NY, Cornell University. Publication discusses agritourism businesses, farmers' markets, farm festivals and regional agritourism planning. It has a good reference list. Call Diane Kuehn at 315-341-3042 or email: dkuehn@cce.cornell.edu.

*National Association for Interpretation.* NRI exists to foster excellence in interpretation and support for the interpretative profession. Interpreters combine an understanding of the subject and communicates it to the visitor. It insures proper communication to people visiting the farm and rural community. For information, call 303-491-6434 to find out where professionals live in your area.

*Planning for Tourism: A Guide for Vermont Communities.* by Robert Manning, School of Natural Resources, University of Vermont, Burlington, VT 05405. The publication covers planning, environmental and economic impacts, sample surveys for stakeholders, and visitors. Call 802-656-3131.

*Building Gateway Partnerships: A Process for Shaping the Future of Your Community.* Rivers, Trails, and Conservation Assistance, National Park Service, 909 First Avenue, Seattle, Washington 98104 or call 206-220-4122. This is a workbook developed from experience of helping communities to shape and develop information for local decision making. The focus is on gateways to Federal lands and parks but the process will apply to “Anywhere, USA.”

*Rural Tourism Handbook: Selected Case studies and Development Guide.* U.S. Department of Commerce, USTTA, Out of print. RESSD will be placing it on the web or call James A. Maetzold, 202-720-0132.

*Tourism: Putting the Pieces Together.* Tourism Policy Council in Conjunction with the National Performance Review. This publication provided background to White House Conference on Travel and Tourism. It presents information on the tourism industry, promotion, barriers, environment, safety and the future development strategy. This is out of print but call James A. Maetzold at 202-720-0132 for a copy.

*Discover America: Tourism and the Environment.* Travel Industry Association of America (TIA). This is a guide to challenges and opportunities for travel industry businesses. The focus is to provide insights, motivation and practical guidance in a balance of responsibilities to the environment, financial health, and traveler satisfaction. Call 202-408-8422 or go to [www.tia.org](http://www.tia.org).

*Adventure Travel: Profile of a Growing Market.* TIA. Discusses the trends and the results of 1,500 adult survey that focused on outdoor and adventure travel. Call 202-408-8422 or go to [www.tia.org](http://www.tia.org).

*The Economic Impact of Birding Ecotourism On Communities Surrounding Eight Wildlife Refuges.* Paul Kerlinger. Call 212-691-4910. Study sponsored by FWLS and assessed traveler spending habits while traveling to and from refuge areas and while in the local community.

*Natural Resources Tourism: Partnerships that Make It Happen.* Video, Penn State College of Agricultural Sciences. To order, contact James A. Maetzold at 202-720-0132. The video presents three RC&D Councils nature-based tourism activities in Pennsylvania such as biking, hiking and historic natural areas.

*Turn It Around with Tourism.* Video, Minnesota Extension Service. Experts discuss various aspects of tourism development. Some of the points covered include—quality of the experience, benefits to the community, management of the resource, and care values of people in the community.

*Opening the Door to Tourism.* Video, Minnesota Extension Service. Contact James A. Maetzold at 202-720-0132 to order a copy. A great introduction to use for a general economic development planning meeting or a tourism planning meeting. Rural city mayor and business operators discuss the various aspects of tourism.

*Oh Say Can You See: Visual Assessment Tool Kit for Communities.* Scenic America developed this tool kit to help you and your neighbors to take a fresh look at your local appearance, and decide what to do. The tool can be ordered by calling 202-543-6200 or look at their web site [www.scenic.org](http://www.scenic.org).

*Aesthetics, Community Character and the Law.* This book helps land use planners and citizens understand the law of aesthetics and the legal tools available to help their communities maintain their special features and sense of place. A copy costs \$40.00 and can be ordered from Scenic America by calling 202-543-6200 or go to [www.scenic.org](http://www.scenic.org).

*Edible Schoolyard.* The idea came from Alice Waters, chef and owner of Chez Panisse Restaurant, Berkeley, CA. It's an amazing site to see elementary school-low-moderate income having such an amazing time planting and planning an Edible Garden. In CA, the children even dug a river and put in beaches in the middle of the garden. No contacts, just a marketing idea.

*Beyond the Boundaries: Building Gateway Partnerships for the 21<sup>st</sup> Century.* Conference held September 23-25, 1998 in Tacoma, WA. Organized by the Western Tourism Policy Council and Federal Land Managers-NPS, NHA, FWS, BOR, COE, BLM, FS. Web site about the program proceedings is at [www.wstpc.org](http://www.wstpc.org)

*The Craft Heritage Trails of Western North Carolina: Back roads and scenic byways to some of the most beautiful handmade objects in the world.* Guidebook. This is a 120 page guidebook to studios, galleries, restaurants and historic inns in western NC. It is published by Handmade in America, a nonprofit economic development organization. For more information about the development of this tourism program and obtain a copy of the tour booklet, call Becky Anderson, Handmade in America at 828-252-0121 or write POBox 2089, Asheville, NC, 28802. They have a web site [www.wnccrafts.org](http://www.wnccrafts.org).

*Farm Holidays and Ranch Vacations.* Rural Information Center Publication Series, No.39. NAL, USDA. Call 1-800-633-7701. This is a 15-page list of articles and books on getting started, and guides for agritourism.

*Tourism Development.* Rural Information Center Publication Series-OB 95-19, NAL, USDA. Call 1-800-633-7701. A 45-page list of publications, books, and articles on tourism development.

*On-Farm Customer Relations.* Fact Sheet. Small Farms Center, UC, Davis. Call 530-752-8136 or go online to [www.sfc.ucdavis.edu/agritourism/factsheet2.html](http://www.sfc.ucdavis.edu/agritourism/factsheet2.html)

Conducting Farm and Ranch Tours. Fact Sheet. Small Farms Center, UC, Davis. Call 530-752-8136 or go online to [www.sfc.ucdavis.edu/agritourism/factsheet1.html](http://www.sfc.ucdavis.edu/agritourism/factsheet1.html)

Pizza Farming. The Pizza Farm. For information call 800-557-1222 or email: [pizzafarmer@psnw.com](mailto:pizzafarmer@psnw.com) or go to [www.pizzafarm.org](http://www.pizzafarm.org). The goal is to take less than one acre of land and turn it into an education tool. It tells people where their food comes from and what it takes to produce it.

Economic Impacts of Protecting Rivers, Trails and Greenway Corridors: A Resource Book. Prepared by Rivers, Trails and Conservation Assistance, National Park Service. It addresses property values, resident expenditures, commercial uses, agency costs, tourism, corporate relocation and retention, public cost reduction, benefit estimation and data appendices/worksheets. Call 202-343-3780. (See Tab IV)

Travel Industry Association of America (TIA). For more information, call 202-408-8422 or go to [www.tia.org](http://www.tia.org). TIA is a non-profit association that serves as the unifying organization for all components of the U.S. travel industry, the third largest retail industry and one of the largest employers in the nation. All state tourism bureaus and most county visitor and convention bureaus are members of TIA and can be located through the web site. The web site is designed for one to locate all members. Any farmer, rancher or business, involved in tourism, and is a member is located on the web site.

Tourism Futures: Looking Out to 2020. Presented by Dr. Suzanne Cook, TIA. Call 202-408-8422. Discussed the changing trends and views of tourists in the U.S.

Trends 2000: 5<sup>th</sup> Outdoor Recreation and Tourism Trends Symposium, Shaping the Future. For a list of speakers, abstracts, and participants attending, go to [www.prr.msu.edu/trends2000](http://www.prr.msu.edu/trends2000). The proceedings will be placed on this web site early 2001. Participants came from throughout the U.S. The 350 participant names and telephone number, email and web site of the various universities and research units are posted on this web site.

Outdoor Recreation Monitor<sup>SM</sup>. D. K. Shifflet and Associates Ltd. This information helps you understand the visitor profile to your region. Call 703-536-0933 or email [jcalldwell@dksa.com](mailto:jcalldwell@dksa.com) for more information.

Journey Through Hallowed Ground. It is a 75 mile and nine county area featuring 65 historic places in Virginia. It is a new online travel itinerary. Maybe this will work for your area to promote tourism. Go to [www.cr.nps.gov/nr/travel/journey](http://www.cr.nps.gov/nr/travel/journey).

Agritainment: Farm and Ranch Recreation Resource Directory. North Dakota State Extension Service. It is a resource book containing information on getting started, marketing, business planning, insurance needs, legal considerations, health requirements, grants, loans and more. It is a very good basis from which to build one specified to your state and locality. For more information about the resource book, email Kathleen Tweeten at email: [ktweeten@ndsuxt.nodak.edu](mailto:ktweeten@ndsuxt.nodak.edu). Or you can order the notebook by



writing NDSU Extension Service, 4023 N. State Street, Bismarck, ND. 58503. Or call 701-328-5134. The notebook costs \$25.00. It will be placed on the web site soon [www.ag.ndsu.nodak.edu/ced/communitypage](http://www.ag.ndsu.nodak.edu/ced/communitypage). (See TAB VII)

*National Scenic Byways Resource Center.* This is a list of all the current American Roads and Scenic Byways. Call 1800-429-9297 or go to [www.byways.org](http://www.byways.org).

*Minnesota Tourism Center.* This center is part of the UMN Extension Service. It offers programs and assistance in the tourism, business, rural tourism development and festivals and events management. It has a variety of publications, videos, reference materials and educational information. Call 612-624-4947 or go to [www.tourism.umn.edu](http://www.tourism.umn.edu).

*Sustainable Tourism: Putting the Pieces Together. NCSU Extension Service.* It is a workbook design for Extension Educators and other group leaders. It contains information on business planning, management, fact sheets and local survey results. It is developed to help farmers in western NC find alternatives to tobacco production. Contact Lanny Hass at 828-687-0570 to get better insight into how this agritourism effort is working. For a copy of the workbook, contact Explorers Guide Publishing at 715-362-6029.

There are several tourism web sites listed on the next page for each publication. A few web sites with links to others are:

<http://hidalgo.geo.swt.edu/nht> and click on "Other Tourism Resources" you will find some links. The direct link is <http://hidalgo.geo.swt.edu/nht/RELATEED.HTML>.

<http://hidalgo.geo.swt.edu/nht/Pertbook.htm> is a direct link to some farm and ranch tourism sites.

<http://tnti.tamu.edu/default.asp> is also another site with a number of links.

## **National Online Resources for Rural Tourism**

### **Funding**

American Express Philanthropic Program  
[www.americanexpress.com/corp/philanthropy](http://www.americanexpress.com/corp/philanthropy)

Institute of Museum and Library Services  
[www.imls.gov](http://www.imls.gov)

National Endowment for the Arts  
[www.arts.endow.gov](http://www.arts.endow.gov)

National Endowment for the Humanities  
[www.neh.fed.gov](http://www.neh.fed.gov)

National Scenic Byways Program  
[www.byways.org](http://www.byways.org)

USDA Rural Development  
[www.rurdev.usda.gov](http://www.rurdev.usda.gov)

### **Technical Assistance**

American Association of Museums  
[www.aam-us.org](http://www.aam-us.org)

American Association of State and Local History  
[www.aaslh.org](http://www.aaslh.org)

American Bus Association  
[www.buses.org](http://www.buses.org)

Americans for the Arts  
[www.artsusa.org](http://www.artsusa.org)

American Planning Association  
[www.planning.org](http://www.planning.org)

National Assembly of State Arts Agencies  
[www.nasaa-arts.org](http://www.nasaa-arts.org)

National Association of State Development Agencies (NASDA)  
[www.nasda.com](http://www.nasda.com)

National Park Service  
[www.cr.nps.gov](http://www.cr.nps.gov)

National Trust for Historic Preservation  
[www.nthp.org](http://www.nthp.org)

NTHP Heritage Tourism  
[amy\\_webb@nthp.org](mailto:amy_webb@nthp.org)

NTHP Main Street  
[www.mainst.org](http://www.mainst.org)

NTHP Rural Heritage  
[www.ruralheritage.org](http://www.ruralheritage.org)

Land Trust Alliance  
[www.lta.org](http://www.lta.org)

Livable Communities  
[www.livablecommunities.gov](http://www.livablecommunities.gov)

National Assembly of State Arts Agencies  
[www.nasaa-arts.org](http://www.nasaa-arts.org)

National Association of State Development Agencies (NASDA)  
[www.nasda.com](http://www.nasda.com)

National Park Service  
[www.cr.nps.gov](http://www.cr.nps.gov)

National Tour Association (NTA)  
[www.ntaonline.com](http://www.ntaonline.com)

Partners in Tourism  
[www.nasaa-arts.org/new/nasaa/artworks/ct](http://www.nasaa-arts.org/new/nasaa/artworks/ct)

Rails to Trails Conservancy  
[www.railtrails.org](http://www.railtrails.org)

Scenic America  
[www.scenica.scenic.org](http://www.scenica.scenic.org)

Travel Industry Association  
[www.tia.org](http://www.tia.org)

U.S. Small Business Administration  
[www.sbaonline.sba.gov](http://www.sbaonline.sba.gov)

Western Rural Development Center  
[www.ext.usu.edu](http://www.ext.usu.edu)

file: admin/nationalonlineresources

These web sites are arranged based on the four primary areas—Getting Started, Liability Issues, Regulatory Issues, and Marketing. A category called Miscellaneous is also included. These web sites are NOT repeated in TAB VI called web sites.

## **GETTING STARTED**

### **Business Start-Up**

#### *Small Business Start-Up Kit*

[www.sbaonline.sba.gov/starting/indexstartup.html](http://www.sbaonline.sba.gov/starting/indexstartup.html)

#### *Setting Up a Home-Based Business*

[www.agriculture.purdue.edu/agtransition/pubs/FF-R.html](http://www.agriculture.purdue.edu/agtransition/pubs/FF-R.html)

#### *Checklist For Starting a Home-Based Business*

[ianrwww.unl.edu/pubs/consumered/nf148.htm](http://ianrwww.unl.edu/pubs/consumered/nf148.htm)

#### *Setting Up Your Own Business: The Entrepreneur's Checklist*

[ianrwww.unl.edu/pubs/consumered/nf289.htm](http://ianrwww.unl.edu/pubs/consumered/nf289.htm)

#### *Setting Up Your Own Business: Balancing Business and Personal Life*

[ianrwww.unl.edu/pubs/consumered/nf271.htm](http://ianrwww.unl.edu/pubs/consumered/nf271.htm)

#### *Setting Up Your Own Business: Assessing Your Business Skills*

[ianrwww.unl.edu/pubs/consumered/nf272.htm](http://ianrwww.unl.edu/pubs/consumered/nf272.htm)

#### *Setting Up Your Own Business: Have You Thought About...?*

[ianrwww.unl.edu/pubs/consumered/nf284.htm](http://ianrwww.unl.edu/pubs/consumered/nf284.htm)

#### *Setting Up Your Own Business: Monitoring the Health and Growth of Your Business*

[ianrwww.unl.edu/pubs/consumered/nf286.htm](http://ianrwww.unl.edu/pubs/consumered/nf286.htm)

#### *Getting Started in a Recreational of Tourism Business*

[www.msue.msu.edu/imp/modtd/33510050.html](http://www.msue.msu.edu/imp/modtd/33510050.html)

#### *A Guide to Texas Business Licenses and Permits: 4 Steps to Starting A Business*

[www.tded.state.tx.us/guide/](http://www.tded.state.tx.us/guide/)

#### *Checklist For Going Into Business*

[www.bizoffice.com/library/files/chklist.txt](http://www.bizoffice.com/library/files/chklist.txt)

#### *Are You an Entrepreneur?*

[www.bizoffice.com/library/files/entrepreneur.txt](http://www.bizoffice.com/library/files/entrepreneur.txt)

*Life Advice About Running a Small Business*  
[www.bizoffice.com/library/files/runsmlbz.txt](http://www.bizoffice.com/library/files/runsmlbz.txt)

*The Facts About Starting a Small Business*  
[www.bizoffice.com/library/files/statbus.txt](http://www.bizoffice.com/library/files/statbus.txt)

*Starting a Bed and Breakfast in Michigan*  
[www.msue.msu.edu/msue/imp/modtd/33420042.html](http://www.msue.msu.edu/msue/imp/modtd/33420042.html)

*Starting a Bed and Breakfast/Farm Vacation*  
[www.msue.msu.edu/msue/imp/modtd/33420030.html](http://www.msue.msu.edu/msue/imp/modtd/33420030.html)

## **Feasibility**

*Is Your Agribusiness Project Feasible?*  
[www.ces.uga.edu/pubed/b1066-w.html](http://www.ces.uga.edu/pubed/b1066-w.html)

*Feasibility Analysis in Tourism*  
[www.msue.msu.edu/imp/modtd/33119709.html](http://www.msue.msu.edu/imp/modtd/33119709.html)

*Starting a Small Business: The Feasibility Analysis*  
[www.montana.edu/wwwpd/pubs/mt9510.pdf](http://www.montana.edu/wwwpd/pubs/mt9510.pdf)

*Feasibility of Agricultural and Community Based Tours*  
[www.msue.msu.edu/msue/imp/modtd/33832715.html](http://www.msue.msu.edu/msue/imp/modtd/33832715.html)

*Feasibility Analysis In Tourism*  
[www.msue.msu.edu/imp/modtd/33119709.html](http://www.msue.msu.edu/imp/modtd/33119709.html)

*A Guide for a Feasibility Study of Recreation Enterprises*  
[www.msue.msu.edu/imp/modtd/33119707.html](http://www.msue.msu.edu/imp/modtd/33119707.html)

## **Pricing**

*Pricing Tourism Products and Services*  
[www.msue.msu.edu/imp/modtd/33740097.html](http://www.msue.msu.edu/imp/modtd/33740097.html)

*Pricing Your Products*  
[www.bizoffice.com/library/files/price.txt](http://www.bizoffice.com/library/files/price.txt)

## **Financial Management**

*Setting Up Your Own Business: Records and Bookkeeping*  
[ianrwww.unl.edu/pubs/consumered/nf276.htm](http://ianrwww.unl.edu/pubs/consumered/nf276.htm)

*Setting Up Your Own Business: Financing Your Business*  
[ianrwww.unl.edu/pubs/consumered/nf278.htm](http://ianrwww.unl.edu/pubs/consumered/nf278.htm)

*Setting Up Your Own Business: Glossary of Financial Management Terms*  
[ianrwww.unl.edu/pubs/consumered/nf279.htm](http://ianrwww.unl.edu/pubs/consumered/nf279.htm)

*ABC's of Borrowing*  
[www.bizoffice.com/library/files/abcs.txt](http://www.bizoffice.com/library/files/abcs.txt)

*Sample Cash Budget*  
[www.bizoffice.com/library/files/budget.txt](http://www.bizoffice.com/library/files/budget.txt)

*Financial Management For the Growing Business*  
[www.bizoffice.com/library/files/finmgmt.txt](http://www.bizoffice.com/library/files/finmgmt.txt)

*Small Business Financial Status Checklist*  
[www.bizoffice.com/library/files/stat.txt](http://www.bizoffice.com/library/files/stat.txt)

*Financing For the Small Business*  
[www.bizoffice.com/library/files/fin.txt](http://www.bizoffice.com/library/files/fin.txt)

*Street Smart Financing For The Home-Based Entrepreneur*  
[www.bizoffice.com/library/files/financint\\_street.txt](http://www.bizoffice.com/library/files/financint_street.txt)

*14 Survival Tips For Managing During Economic Downturns*  
[www.bizoffice.com/library/files/tips.txt](http://www.bizoffice.com/library/files/tips.txt)

*Record Keeping in a Small Business*  
[www.bizoffice.com/library/files/record.txt](http://www.bizoffice.com/library/files/record.txt)

*Management Through Figures in the Lodging Industry*  
[www.msue.msu.edu/imp/modtd/3319706.html](http://www.msue.msu.edu/imp/modtd/3319706.html)

## **Management**

*Holistic Management: A Whole-Farm Decision Making Framework  
(Fundamentals of Sustainable Agriculture)*  
[www.attra.org/attra-pub/holistic.html#abstract](http://www.attra.org/attra-pub/holistic.html#abstract)

*Business Management and Marketing: Bed and Breakfasts*  
[www.msue.msu.edu/msue/imp/modtd/33420037.html](http://www.msue.msu.edu/msue/imp/modtd/33420037.html)

*Transferring Management in the Family-Owned Business*  
[www.bizoffice.com/library/files/trans.txt](http://www.bizoffice.com/library/files/trans.txt)

*14 Survival Tips For Managing During Economic Downturns*  
[www.bizoffice.com/library/files/tips.txt](http://www.bizoffice.com/library/files/tips.txt)

*Management Issues For the Growing Business*  
[www.bizoffice.com/library/files/man.txt](http://www.bizoffice.com/library/files/man.txt)

## **Planning & Development**

### *Tourism Planning*

[www.msue.msu.edu/imp/modtd/33000005.html](http://www.msue.msu.edu/imp/modtd/33000005.html)

### *Tourism Development: Your Place in Serving the Visitor*

[www.msue.msu.edu/imp/modtd/33000130.html](http://www.msue.msu.edu/imp/modtd/33000130.html)

### *Community Development Strategies for Tourism: An Assessment Tool*

[www.msue.msu.edu/imp/modtd/33508252.html](http://www.msue.msu.edu/imp/modtd/33508252.html)

### *Inventorizing Existing and Potential Tourism Attractions*

[www.msue.msu.edu/imp/modtd/33529773.html](http://www.msue.msu.edu/imp/modtd/33529773.html)

### *Site Development Process*

[www.msue.msu.edu/imp/modtd/33509756.html](http://www.msue.msu.edu/imp/modtd/33509756.html)

### *Tourism and Its Significance in Local Development*

[www.msue.msu.edu/imp/modtd/33500046.html](http://www.msue.msu.edu/imp/modtd/33500046.html)

### *Strategic Planning For the Growing Business*

[www.bizoffice.com/library/files/plan.txt](http://www.bizoffice.com/library/files/plan.txt)

### *Introduction to Strategic Planning*

[www.bizoffice.com/library/files/statplan.txt](http://www.bizoffice.com/library/files/statplan.txt)

## **Tourism Demographics/Market Information**

### *Marketing Research for Entrepreneurs and Small Business Managers*

[www.montana.edu/wwwpd/pubs/mt9013.html](http://www.montana.edu/wwwpd/pubs/mt9013.html)

### *Managing Tourism Information Systems*

[www.msue.msu.edu/imp/modtd/33710084.html](http://www.msue.msu.edu/imp/modtd/33710084.html)

### *Information and Traveler Decision Making*

[www.msue.msu.edu/imp/modtd/33710085.html](http://www.msue.msu.edu/imp/modtd/33710085.html)

### *Market Research*

[www.bizoffice.com/library/files/mktres.txt](http://www.bizoffice.com/library/files/mktres.txt)

### *Marketing Research and the Small Business*

[www.bizoffice.com/library/files/marketb.txt](http://www.bizoffice.com/library/files/marketb.txt)

### *The Minnesota Bed and Breakfast Market: Guest Profile*

[www.msue.msu.edu/msue/imp/modtd/33420025.html](http://www.msue.msu.edu/msue/imp/modtd/33420025.html)

### *1996 Angler Effort/Expenditures on New York's Great Lakes Waters*

[www.msue.msu.edu/msue/imp/modtd/33840031.html](http://www.msue.msu.edu/msue/imp/modtd/33840031.html)

*Boating Patterns and Behavior*

[www.msue.msu.edu/msue/imp/modtd/33840421.html](http://www.msue.msu.edu/msue/imp/modtd/33840421.html)

*Minnesota Boat Owners: A Summary of What They Are and What They Want*

[www.msue.msu.edu/msue/imp/modtd/33842999.html](http://www.msue.msu.edu/msue/imp/modtd/33842999.html)

*New York's Great Lakes Angler Markets*

[www.msue.msu.edu/msue/imp/modtd/33840030.html](http://www.msue.msu.edu/msue/imp/modtd/33840030.html)

## **Business Structure**

*Selecting an Organizational Structure For Your Business*

[www.montana.edu/wwwpd/pubs/mt9708.html](http://www.montana.edu/wwwpd/pubs/mt9708.html)

*Setting Up Your Own Business: The Sole Proprietor*

[ianrwww.unl.edu/pubs/consumered/nf253.htm](http://ianrwww.unl.edu/pubs/consumered/nf253.htm)

*Setting Up Your Own Business: The Partnership*

[ianrwww.unl.edu/pubs/consumered/nf254.htm](http://ianrwww.unl.edu/pubs/consumered/nf254.htm)

*Setting Up Your Own Business: The S Corporation*

[ianrwww.unl.edu/pubs/consumered/nf255.htm](http://ianrwww.unl.edu/pubs/consumered/nf255.htm)

*Setting Up Your Own Business: The C Corporation*

[ianrwww.unl.edu/pubs/consumered/nf256.htm](http://ianrwww.unl.edu/pubs/consumered/nf256.htm)

*Setting Up Your Own Business: The Limited Liability Company*

[ianrwww.unl.edu/pubs/consumered/nf257.htm](http://ianrwww.unl.edu/pubs/consumered/nf257.htm)

## **Business Plans**

*Business Plan Checklist*

[www.bizoffice.com/library/files/check.txt](http://www.bizoffice.com/library/files/check.txt)

*How to Write a Business Plan*

[www.bizoffice.com/library/files/bus\\_plan.txt](http://www.bizoffice.com/library/files/bus_plan.txt)

*Business Plan Outline*

[www.bizoffice.com/library/files/myplan.txt](http://www.bizoffice.com/library/files/myplan.txt)

*Developing a Bed and Breakfast Business Plan Part 1*

[www.msue.msu.edu/msue/imp/modtd/33420035.html](http://www.msue.msu.edu/msue/imp/modtd/33420035.html)

*Developing a Bed and Breakfast Business Plan Part 2*

[www.msue.msu.edu/msue/imp/modtd/33420136.html](http://www.msue.msu.edu/msue/imp/modtd/33420136.html)

*Developing a Bed and Breakfast Business Plan Part 3*  
[www.msue.msu.edu/msue/imp/modtd/33420137.html](http://www.msue.msu.edu/msue/imp/modtd/33420137.html)

*Developing a Bed and Breakfast Business Plan Part 4*  
[www.msue.msu.edu/msue/imp/modtd/33420138.html](http://www.msue.msu.edu/msue/imp/modtd/33420138.html)

*Developing a Bed and Breakfast Business Plan Part 5*  
[www.msue.msu.edu/msue/imp/modtd/33420139.html](http://www.msue.msu.edu/msue/imp/modtd/33420139.html)

## ***LIABILITY ISSUES***

*Setting Up Your Own Business: Planning Your Insurance Coverage*  
[ianrwww.unl.edu/pubs/consumered/nf277.htm](http://ianrwww.unl.edu/pubs/consumered/nf277.htm)

*Alternative Enterprises For Farm and Forest: Risk Recreation*  
[www.msue.msu.edu/imp/modtd/33130042.html](http://www.msue.msu.edu/imp/modtd/33130042.html)

*Liability/Insurance Protection—Rural Recreation Enterprises*  
[www.msue.msu.edu/imp/modtd/33139716.html](http://www.msue.msu.edu/imp/modtd/33139716.html)

*Small Business Health Insurance*  
[www.bizoffice.com/library/files/obd10.txt](http://www.bizoffice.com/library/files/obd10.txt)

*Insurance For the Home-Based Entrepreneur*  
[www.bizoffice.com/library/files/insuranc.txt](http://www.bizoffice.com/library/files/insuranc.txt)

## ***REGULATORY ISSUES***

*A Guide to Texas Business Licenses and Permits: 4 Steps to Starting A Business*  
[www.tded.state.tx.us/guide/](http://www.tded.state.tx.us/guide/)

*Laws that Impact Our Lives*  
[ianrwww.unl.edu/pubs/consumered/g960.htm](http://ianrwww.unl.edu/pubs/consumered/g960.htm)

*Setting Up Your Own Business: INS Compliance in Hiring Employees*  
[ianrwww.unl.edu/pubs/consumered/nf287.htm](http://ianrwww.unl.edu/pubs/consumered/nf287.htm)

*Small Business Handbook: Laws, Regulations, and Technical Assistance Series*  
[www.bizoffice.com/library/files/smallbus.txt](http://www.bizoffice.com/library/files/smallbus.txt)

*Bed and Breakfast Zoning: A Guide to Regulations*  
[www.msue.msu.edu/msue/imp/modtd/33420043.html](http://www.msue.msu.edu/msue/imp/modtd/33420043.html)



## **MARKETING**

### *Marketing Your Farm or Ranch*

[www.colostate.edu/Depts.CoopExt/PUBS/FARMMGT/03763.pdf](http://www.colostate.edu/Depts.CoopExt/PUBS/FARMMGT/03763.pdf)

or

[www.colostate.edu/Depts.CoopExt/PUBS/FARMMGT/03763.html](http://www.colostate.edu/Depts.CoopExt/PUBS/FARMMGT/03763.html)

### *Tourism Marketing*

[www.msue.msu.edu/imp/modtd/33700082.html](http://www.msue.msu.edu/imp/modtd/33700082.html)

### *Marketing Channels: Pick-Your-Own and Agri-Entertainment (Business Management Series)*

[www.attra.org/attrapub/pickyour.html](http://www.attra.org/attrapub/pickyour.html)

### *Setting Up Your Own Business: Developing Your Marketing Plan and Sales Goals*

[ianrwww.unl.edu/pubs/consumered/nf283.htm](http://ianrwww.unl.edu/pubs/consumered/nf283.htm)

### *A New Look at Marketing*

[www.utextension.utk.edu/spfiles/SP351C.pdf](http://www.utextension.utk.edu/spfiles/SP351C.pdf)

### *Business Management and Marketing: Bed and Breakfasts*

[www.msue.msu.edu/msue/imp/modtd/33420037.html](http://www.msue.msu.edu/msue/imp/modtd/33420037.html)

### *Marketing Community Parks and Recreation Resources: Developing Exhibits*

[www.msue.msu.edu/imp/modtd/33739803.html](http://www.msue.msu.edu/imp/modtd/33739803.html)

### *Visual Merchandising: A Guide for Small Retailers*

[www.msue.msu.edu/imp/modtd/33739805.html](http://www.msue.msu.edu/imp/modtd/33739805.html)

### *Communication and Marketing Practices of Minnesota Convention and Visitor's Bureaus*

[www.msue.msu.edu/imp/modtd/33701999.html](http://www.msue.msu.edu/imp/modtd/33701999.html)

### *Community Travel and Tourism Marketing*

[www.msue.msu.edu/imp/modtd/33520052.html](http://www.msue.msu.edu/imp/modtd/33520052.html)

### *Developing and Effective Tourism Marketing Program*

[www.msue.msu.edu/imp/modtd/33700083.html](http://www.msue.msu.edu/imp/modtd/33700083.html)

### *Marketing Crafts and Other Products to Tourists*

[www.msue.msu.edu/imp/modtd/33809809.html](http://www.msue.msu.edu/imp/modtd/33809809.html)

### *Marketing Management in the Lodging Industry*

[www.msue.msu.edu/imp/modtd/33739805.html](http://www.msue.msu.edu/imp/modtd/33739805.html)

### *Marketing the Uniqueness of Small Towns*

[www.msue.msu.edu/imp/modtd/33529767.html](http://www.msue.msu.edu/imp/modtd/33529767.html)

*Tourism Marketing*

[www.msue.msu.edu/imp/modtd/33700082.html](http://www.msue.msu.edu/imp/modtd/33700082.html)

*Creating a Promotional Theme*

[www.msue.msu.edu/imp/modtd/33710088.html](http://www.msue.msu.edu/imp/modtd/33710088.html)

*Developing an Interpretive Guide For Your Community*

[www.msue.msu.edu/imp/modtd/33710094.html](http://www.msue.msu.edu/imp/modtd/33710094.html)

*Developing a Promotional Strategy*

[www.msue.msu.edu/imp/modtd/33710086.html](http://www.msue.msu.edu/imp/modtd/33710086.html)

*Information and Traveler Decision Making*

[www.msue.msu.edu/imp/modtd/33710085.html](http://www.msue.msu.edu/imp/modtd/33710085.html)

*Roadside Signs*

[www.msue.msu.edu/imp/modtd/33719793.html](http://www.msue.msu.edu/imp/modtd/33719793.html)

*Selecting Promotional Media*

[www.msue.msu.edu/imp/modtd/33710093.html](http://www.msue.msu.edu/imp/modtd/33710093.html)

*Signs That Sell*

[www.msue.msu.edu/imp/modtd/33719792.html](http://www.msue.msu.edu/imp/modtd/33719792.html)

*Customer Aftercare: How to Spend Less and Sell More*

[www.bizoffice.com/library/files/customer\\_aftercare.txt](http://www.bizoffice.com/library/files/customer_aftercare.txt)

*How to Use Marketing and Sales to Explode Your Home Business*

[www.bizoffice.com/library/files/marketing\\_sales\\_explode.txt](http://www.bizoffice.com/library/files/marketing_sales_explode.txt)

*Marketing Strategies for the Growing Business*

[www.bizoffice.com/library/files/market2.txt](http://www.bizoffice.com/library/files/market2.txt)

*15 Foolproof Ideas For Promoting Your Company*

[www.bizoffice.com/library/files/fool.txt](http://www.bizoffice.com/library/files/fool.txt)

*Relationship Selling: The Path to Sales Success*

[www.bizoffice.com/library/files/path.txt](http://www.bizoffice.com/library/files/path.txt)

**Direct Marketing**

*Direct Marketing (Business Management Series)*

[www.attra.org/attra-pub/directmkt.html](http://www.attra.org/attra-pub/directmkt.html)

*Direct Marketing of Ag Products to Tourists*

[www.msue.msu.edu/msue/imp/modtd/33839811.html](http://www.msue.msu.edu/msue/imp/modtd/33839811.html)

*Ace Components of Good Direct Marketing*  
[www.bizoffice.com/library/files/ace\\_direct\\_marketing.txt](http://www.bizoffice.com/library/files/ace_direct_marketing.txt)

## **Internet Marketing**

*E-Mail—The Most Important On-Line Communication Tool in Your Marketing Toolbox*  
[www.bizoffice.com/library/files/e-mail.txt](http://www.bizoffice.com/library/files/e-mail.txt)

*Direct Your Web Site to a Directory*  
[www.bizoffice.com/library/files/website.txt](http://www.bizoffice.com/library/files/website.txt)

*Successful Internet Marketing Requires Follow-Up Marketing*  
[www.bizoffice.com/library/files/followup.txt](http://www.bizoffice.com/library/files/followup.txt)

## **Advertising**

*Setting Up Your Own Business: Public Relations and Advertising*  
[ianrwww.unl.edu/pubs/consumered/nf282.htm](http://ianrwww.unl.edu/pubs/consumered/nf282.htm)

*Evaluating Tourism Advertising with Cost-Comparison*  
[www.msue.msu.edu/imp/modtd/33710083.html](http://www.msue.msu.edu/imp/modtd/33710083.html)

*Tourism Advertising: Some Basics*  
[www.msue.msu.edu/imp/modtd/33710087.html](http://www.msue.msu.edu/imp/modtd/33710087.html)

*Creating Advertising that Sells*  
[www.bizoffice.com/library/files/advertising\\_sells.txt](http://www.bizoffice.com/library/files/advertising_sells.txt)

*Advertising a Small Business*  
[www.bizoffice.com/library/files/adver.txt](http://www.bizoffice.com/library/files/adver.txt)

*Advertising—Better Business Bureau Code of Advertising*  
[www.bbb.org/advertising/adcode.asp](http://www.bbb.org/advertising/adcode.asp)

*Advertising in a Nutshell*  
[www.bizoffice.com/library/files/nuts.txt](http://www.bizoffice.com/library/files/nuts.txt)

*Advertising Your Business*  
[www.bizoffice.com/library/files/obd13.txt](http://www.bizoffice.com/library/files/obd13.txt)

## **Promotion**

*Creating a Promotional Theme*  
[www.msue.msu.edu/imp/modtd/33710088.html](http://www.msue.msu.edu/imp/modtd/33710088.html)

*Developing a Promotional Strategy*  
[www.msue.msu.edu/imp/modtd/33710086.html](http://www.msue.msu.edu/imp/modtd/33710086.html)

*Selecting Promotional Media*  
[www.msue.msu.edu/imp/modtd/33710093.html](http://www.msue.msu.edu/imp/modtd/33710093.html)

*15 Foolproof Ideas For Promoting Your Company*  
[www.bizoffice.com/library/files/fool.txt](http://www.bizoffice.com/library/files/fool.txt)

## **Brochure Development**

*Creating Travel Brochure that Sells*  
[www.msue.msu.edu/msue/imp/modtd/33729800.html](http://www.msue.msu.edu/msue/imp/modtd/33729800.html)

*Developing Effective Brochures*  
[www.msue.msu.edu/msue/imp/modtd/33720002.html](http://www.msue.msu.edu/msue/imp/modtd/33720002.html)

*Tourism Brochures to Boost Business*  
[www.msue.msu.edu/msue/imp/modtd/33720096.html](http://www.msue.msu.edu/msue/imp/modtd/33720096.html)

## **MISCELLANEOUS**

### **Miscellaneous**

*Attracting the Migratory Retiree*  
[www.msue.msu.edu/imp/modtd/33809807.html](http://www.msue.msu.edu/imp/modtd/33809807.html)

*Litter Control in a Tourist Area: Methods and Costs*  
[www.msue.msu.edu/imp/modtd/33800103.html](http://www.msue.msu.edu/imp/modtd/33800103.html)

*Recycling for the Hospitality Industry*  
[www.msue.msu.edu/imp/modtd/33417120.html](http://www.msue.msu.edu/imp/modtd/33417120.html)

*Enhancing Kansas Communities Through Tourism*  
[www.oznet.ksu.edu/\\_library/agec2/I839.pdf](http://www.oznet.ksu.edu/_library/agec2/I839.pdf)

*Managing Tourism Information Systems*  
[www.msue.msu.edu/imp/modtd/33710084.html](http://www.msue.msu.edu/imp/modtd/33710084.html)

*A Sportsman's Guide to Landowner Relations*  
[www.montana.edu/wwwpd/pubs/mt9813.html](http://www.montana.edu/wwwpd/pubs/mt9813.html)

*Establishing a Birding-Related Business*  
[agpublications.tamu.edu/pubs/rpt/b6093.pdf](http://agpublications.tamu.edu/pubs/rpt/b6093.pdf)

## Leases

### *Tips for Hunting Leases*

[www.forestry.uga.edu/efr/docs/I0397.pdf](http://www.forestry.uga.edu/efr/docs/I0397.pdf)

or

[www.forestry.uga.edu/efr/docs/I0397.html](http://www.forestry.uga.edu/efr/docs/I0397.html)

### *Lease Hunting: Opportunities for Missouri Landowners*

[muextension.missouri.edu/xplor/agguides/wildlife/g09420.htm](http://muextension.missouri.edu/xplor/agguides/wildlife/g09420.htm)

### *Earning Additional Income Through Hunt Leases on Private Land*

[www.utextension.utk.edu/pbfiles/pb1627.pdf](http://www.utextension.utk.edu/pbfiles/pb1627.pdf)

### *Leasing Texas Rangelands*

[agpublications.tamu.edu/pubs/erange/b1582.pdf](http://agpublications.tamu.edu/pubs/erange/b1582.pdf)

### *Real Property: Leasing Land For Hunting and Other Recreational Uses*

[www.wvu.edu/~exten?infores/pubs/other/rd.726.pdf](http://www.wvu.edu/~exten?infores/pubs/other/rd.726.pdf)

### *A Sportsman's Guide to Landowner Relations*

[www.montana.edu/wwwpd/pubs/mt9813.html](http://www.montana.edu/wwwpd/pubs/mt9813.html)

## Hospitality/Customer Service

### *Tourism Development: Your Place in Serving the Visitor*

[www.msue.msu.edu/imp/modtd/33000130.html](http://www.msue.msu.edu/imp/modtd/33000130.html)

### *Tourism: Greeting the Guest*

[www.msue.msu.edu/imp/modtd/33200016.html](http://www.msue.msu.edu/imp/modtd/33200016.html)

### *Courtesy is Contagious*

[www.msue.msu.edu/imp/modtd/33200015.html](http://www.msue.msu.edu/imp/modtd/33200015.html)

### *Customer Service in a Changing World*

[www.msue.msu.edu/imp/modtd/01960001.html](http://www.msue.msu.edu/imp/modtd/01960001.html)

### *Face to Face: Tourism Hospitality Training*

[www.msue.msu.edu/imp/modtd/33200131.html](http://www.msue.msu.edu/imp/modtd/33200131.html)

### *First and Lasting Impressions*

[www.msue.msu.edu/imp/modtd/33209403.html](http://www.msue.msu.edu/imp/modtd/33209403.html)

### *Good Customer Relations with Improved Personal Selling*

[www.msue.msu.edu/imp/modtd/33209601.html](http://www.msue.msu.edu/imp/modtd/33209601.html)

### *Hospitality is Knowing Your Community*

[www.msue.msu.edu/imp/modtd/33209723.html](http://www.msue.msu.edu/imp/modtd/33209723.html)

### *Hospitality is an Attitude*

[www.msue.msu.edu/imp/modtd/33209402.html](http://www.msue.msu.edu/imp/modtd/33209402.html)

*Planning the Hospitality Program*

[www.msue.msu.edu/imp/modtd/33209724.html](http://www.msue.msu.edu/imp/modtd/33209724.html)

*Planning the Hospitality Program: Content*

[www.msue.msu.edu/imp/modtd/33209725.html](http://www.msue.msu.edu/imp/modtd/33209725.html)

*Tourism Development: Your Place in Serving the Visitor*

[www.msue.msu.edu/imp/modtd/33000130.html](http://www.msue.msu.edu/imp/modtd/33000130.html)

*Customer Aftercare: How to Spend Less and Sell More*

[www.bizoffice.com/library/files/customer\\_aftercare.txt](http://www.bizoffice.com/library/files/customer_aftercare.txt)

## **Economic Impact**

*Cost Benefit Analysis: Local Tourism Development*

[www.msue.msu.edu/imp/modtd/33510407.html](http://www.msue.msu.edu/imp/modtd/33510407.html)

*Economic Impact of Recreational Fishing on Minnesota Waters of Lake Superior*

[www.msue.msu.edu/imp/modtd/33510310.html](http://www.msue.msu.edu/imp/modtd/33510310.html)

*Economic Impact of Visitors to Your Community*

[www.msue.msu.edu/imp/modtd/33510408.html](http://www.msue.msu.edu/imp/modtd/33510408.html)

*Impact of Visitors Expenditures on Local Revenues*

[www.msue.msu.edu/imp/modtd/3351049.html](http://www.msue.msu.edu/imp/modtd/3351049.html)

*Measuring Tourism Impacts at the Community Level*

[www.msue.msu.edu/imp/modtd/33519758.html](http://www.msue.msu.edu/imp/modtd/33519758.html)

*Measuring Visitor Expenses and Cost Benefit Analysis*

[www.msue.msu.edu/imp/modtd/33511014.html](http://www.msue.msu.edu/imp/modtd/33511014.html)

## **Agritourism**

*Agriculture Tourism in Cochise County, Arizona*

[www.msue.msu.edu/msue/imp/modtd/33839801.html](http://www.msue.msu.edu/msue/imp/modtd/33839801.html)

*Agritourism: Points to Consider*

[www.msue.msu.edu/msue/imp/modtd/33831715.html](http://www.msue.msu.edu/msue/imp/modtd/33831715.html)

*Can a Farmer Make Money With an Outdoor Recreation Sideline?*

[www.msue.msu.edu/msue/imp/modtd/33839810.html](http://www.msue.msu.edu/msue/imp/modtd/33839810.html)

*Farm-Based Tourism*

[www.msue.msu.edu/msue/imp/modtd/33830523.html](http://www.msue.msu.edu/msue/imp/modtd/33830523.html)

*Starting a Bed and Breakfast/Farm Vacation Business*  
[www.msue.msu.edu/msue/imp/modtd/33420030.html](http://www.msue.msu.edu/msue/imp/modtd/33420030.html)

## **Bed & Breakfasts**

*Starting a Bed and Breakfast/Farm Vacation Business*  
[www.msue.msu.edu/msue/imp/modtd/33420030.html](http://www.msue.msu.edu/msue/imp/modtd/33420030.html)

*A Profile of Minnesota's Bed and Breakfast Industry—1988 (Research Summaries)*  
[www.msue.msu.edu/msue/imp/modtd/33420029.html](http://www.msue.msu.edu/msue/imp/modtd/33420029.html)

*A Profile of South Carolina's Bed and Breakfast Industry*  
[www.msue.msu.edu/msue/imp/modtd/33420040.html](http://www.msue.msu.edu/msue/imp/modtd/33420040.html)

*Bed and Breakfast Zoning: A Guide to Regulations*  
[www.msue.msu.edu/msue/imp/modtd/33420043.html](http://www.msue.msu.edu/msue/imp/modtd/33420043.html)

*Guidelines for Development: Beginning a Bed and Breakfast in South Carolina*  
[www.msue.msu.edu/msue/imp/modtd/33420027.html](http://www.msue.msu.edu/msue/imp/modtd/33420027.html)

*Business Management and Marketing: Bed and Breakfasts*  
[www.msue.msu.edu/msue/imp/modtd/33420037.html](http://www.msue.msu.edu/msue/imp/modtd/33420037.html)

*Developing a Bed and Breakfast Business Plan Part 1*  
[www.msue.msu.edu/msue/imp/modtd/33420035.html](http://www.msue.msu.edu/msue/imp/modtd/33420035.html)

*Developing a Bed and Breakfast Business Plan Part 2*  
[www.msue.msu.edu/msue/imp/modtd/33420136.html](http://www.msue.msu.edu/msue/imp/modtd/33420136.html)

*Developing a Bed and Breakfast Business Plan Part 3*  
[www.msue.msu.edu/msue/imp/modtd/33420137.html](http://www.msue.msu.edu/msue/imp/modtd/33420137.html)

*Developing a Bed and Breakfast Business Plan Part 4*  
[www.msue.msu.edu/msue/imp/modtd/33420138.html](http://www.msue.msu.edu/msue/imp/modtd/33420138.html)

*Developing a Bed and Breakfast Business Plan Part 5*  
[www.msue.msu.edu/msue/imp/modtd/33420139.html](http://www.msue.msu.edu/msue/imp/modtd/33420139.html)

*Establishing the Ambiance in a Bed and Breakfast or Farm Vacation Home*  
[www.msue.msu.edu/msue/imp/modtd/33420034.html](http://www.msue.msu.edu/msue/imp/modtd/33420034.html)

*New York's 1993 Bed and Breakfast and Inn Industry*  
[www.msue.msu.edu/msue/imp/modtd/33425108.html](http://www.msue.msu.edu/msue/imp/modtd/33425108.html)

*Starting a Bed and Breakfast in Michigan*  
[www.msue.msu.edu/msue/imp/modtd/33420042.html](http://www.msue.msu.edu/msue/imp/modtd/33420042.html)

*Starting a Bed and Breakfast/Farm Vacation*  
[www.msue.msu.edu/msue/imp/modtd/33420030.html](http://www.msue.msu.edu/msue/imp/modtd/33420030.html)

*The Minnesota Bed and Breakfast Market: Guest Profile*  
[www.msue.msu.edu/msue/imp/modtd/33420025.html](http://www.msue.msu.edu/msue/imp/modtd/33420025.html)

## **Coastal Tourism**

*1996 Angler Effort/Expenditures on New York's Great Lakes Waters*  
[www.msue.msu.edu/msue/imp/modtd/33840031.html](http://www.msue.msu.edu/msue/imp/modtd/33840031.html)

*Activities at Free Public Water Sites*  
[www.msue.msu.edu/msue/imp/modtd/33840108.html](http://www.msue.msu.edu/msue/imp/modtd/33840108.html)

*Boating Patterns and Behavior*  
[www.msue.msu.edu/msue/imp/modtd/33840421.html](http://www.msue.msu.edu/msue/imp/modtd/33840421.html)

*Boating Safety in Minnesota*  
[www.msue.msu.edu/msue/imp/modtd/33840420.html](http://www.msue.msu.edu/msue/imp/modtd/33840420.html)

*Economic Impact of Lake Superior Fishing on Minnesota Waters of Lake Superior*  
[www.msue.msu.edu/msue/imp/modtd/33510310.html](http://www.msue.msu.edu/msue/imp/modtd/33510310.html)

*Minnesota Boat Owners: A Summary of What They Are and What They Want*  
[www.msue.msu.edu/msue/imp/modtd/33842999.html](http://www.msue.msu.edu/msue/imp/modtd/33842999.html)

*New York's Great Lakes Angler Markets*  
[www.msue.msu.edu/msue/imp/modtd/33840030.html](http://www.msue.msu.edu/msue/imp/modtd/33840030.html)

*Preferred Facilities/Services: Free Public Water Access Sites and Services*  
[www.msue.msu.edu/msue/imp/modtd/33840419.html](http://www.msue.msu.edu/msue/imp/modtd/33840419.html)

*Providing Public Access in Coastal Areas: Options for Landowners*  
[www.msue.msu.edu/msue/imp/modtd/33840311.html](http://www.msue.msu.edu/msue/imp/modtd/33840311.html)

*Recreational Boating: Lake Superior*  
[www.msue.msu.edu/msue/imp/modtd/33840107.html](http://www.msue.msu.edu/msue/imp/modtd/33840107.html)

*Scenic Byways, Trails, and Corridors and Their Impacts*  
[www.msue.msu.edu/msue/imp/modtd/33520714.html](http://www.msue.msu.edu/msue/imp/modtd/33520714.html)

## **Cultural and Historical Tourism**

*Historic Buildings: Issues in Preservation and Protection*  
[www.msue.msu.edu/msue/imp/modtd/33860122.html](http://www.msue.msu.edu/msue/imp/modtd/33860122.html)

*Historic Farmsteads*  
[www.msue.msu.edu/msue/imp/modtd/33850115.html](http://www.msue.msu.edu/msue/imp/modtd/33850115.html)



## **Handicapped/Disabled Tourists**

*Tips on Serving Patron With Special Needs*

[www.msue.msu.edu/imp/modtd/33810001.html](http://www.msue.msu.edu/imp/modtd/33810001.html)

## **Lodging**

*Low Cost Home Business or Resort Furnishings*

[www.msue.msu.edu/imp/modtd/33400021.html](http://www.msue.msu.edu/imp/modtd/33400021.html)

*Resort Interiors*

[www.msue.msu.edu/imp/modtd/33400020.html](http://www.msue.msu.edu/imp/modtd/33400020.html)

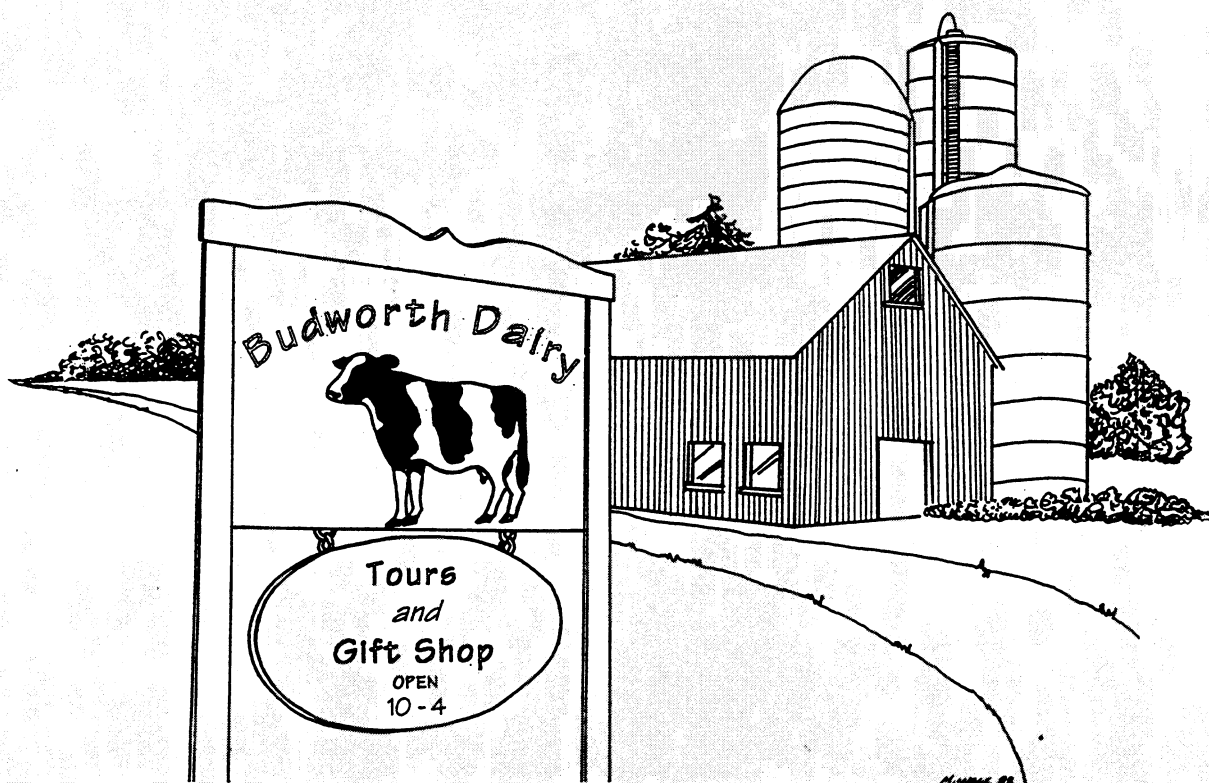
*Marketing Management in the Lodging Industry*

[www.msue.msu.edu/imp/modtd/33739805.html](http://www.msue.msu.edu/imp/modtd/33739805.html)



# Agritourism in New York State

Opportunities and Challenges in  
Farm-Based Recreation and Hospitality



Duncan Hilchey  
Farming Alternatives Program  
Department of Rural Sociology  
Cornell University

# TABLE OF CONTENTS

<b>Introduction.....</b>	<b>1</b>
<b>SECTION 1 Agritourism in New York State: An Overview</b>	
Definition and Importance of Agritourism in New York State .....	4
Brief History of Agritourism Development in New York State .....	5
Recent Agritourism Research and Development Projects .....	6
General Characteristics of Farm Tours in New York State .....	8
<b>SECTION 2 Agritourism Case Studies</b>	
Case Study Objectives and Methods .....	12
Old McDonald's Childrens Village, Sackets Harbor, New York .....	14
Hogs Hollow Farm, Burlington Flats, New York .....	31
Egg University (K-Brand Farms), Glen Wild, New York .....	41
Misty Meadow Hog Farm, Romulus, New York .....	51
<b>SECTION 3 Considerations for Agritourism Enterprise Operators</b>	
<b>Important Factors Which Will Affect Agritourism in General</b>	
The General Economy .....	67
Demographics.....	69
Tourism Trends .....	70
Other Factors.....	73
<b>Market for Agritourism Enterprises In New York State</b>	
Who Comprises the Market for Agritourism? .....	74
Where Do "Agritourists" Come From?.....	74
Canadian Tourists .....	75
Repeat Business .....	76
Other Market Characteristics.....	76
Marketing Strategies .....	76
<b>Critical Management Considerations</b>	
Social Skills .....	78
Aesthetics.....	78
Location.....	79
Insurance .....	79
Government Regulation .....	81
Labor Issues .....	82
Competition and Cooperation .....	84
Bio-Security .....	85
Animal Welfare .....	85
Financial Management.....	86
Enjoying What One Does.....	88
Conclusions.....	88

## **SECTION 4 The Budworth Family Farm Tour:**

### **A Hypothetical Agritourism Enterprise**

Farm Tour Enterprise Description .....	90
Seasonal Planning Calendar .....	93
Enterprise Income Statement .....	97

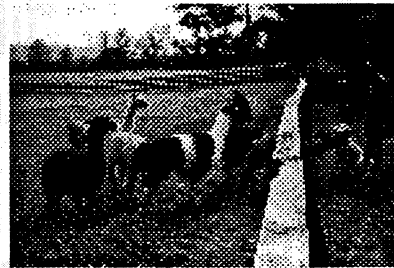
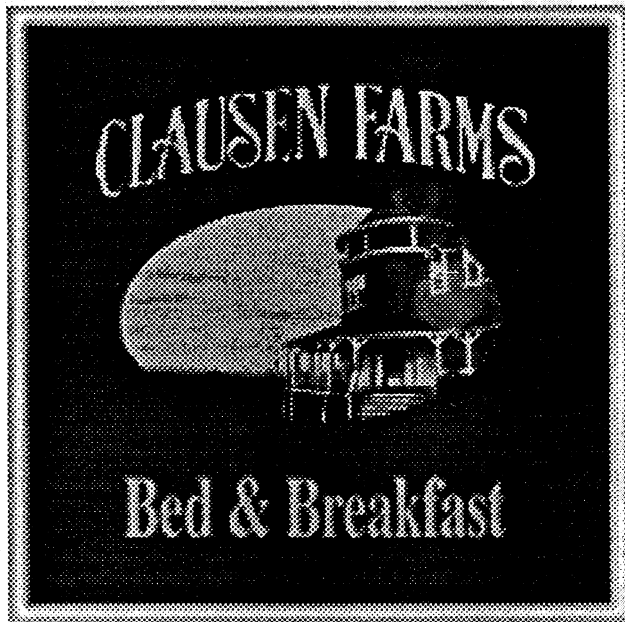
## **APPENDIX**

To Start or Not to Start .....	100
Agritourism Opportunities Idea List.....	101
Bibliography of Agritourism Resources, Publications and Articles.....	102
Additional Resource Materials.....	107

## Summary

This publication is a detailed examination of farm-based tourism enterprises as alternative opportunities for New York farmers. The purpose of this publication is to provide a realistic look at the important concerns and the economics of agritourism operations, including first-hand accounts of operators in New York State. The present recession is affecting tourist expenditures, but long-term trends in consumer demand for tourism and recreation suggest agritourism enterprises such as farm tours, petting farms, and bed and breakfasts can fill an important recreational niche. In-depth case histories of four New York farm tour operators show the potential for agritourism development in New York. However, they also suggest these are challenging enterprises to establish and maintain—particularly for farmers with limited time, labor and financial resources. Examining the aspirations and motivations of agritourism operators, this study also provides insight into the process of farm decision-making, diversification, and risk-taking.

# RESOURCE PACKET: AGRITOURISM



Farming Alternatives Program  
Department of Rural Sociology  
Cornell University

Sponsored in part by:  
Northeast Regional Sustainable  
Agriculture Research and  
Education Program

Community Agriculture Development Series

# Table of Contents

## AGRITOURISM

Considerations In Regional Agritourism Development

NYS' Seaway Trail Agritourism Project

NYS' Seaway Trail

Agri-Tourism Theme Team Members

Seaway Trail Agri-Touring: Delicious & Delightful

Vinewood Acres Sugar Shack and Bed & Breakfast

Orleans County Farmers Markets

Farm Fresh Foods, Festivals & Fun

Crop Art: Linking farms, tourism

Planning a Tourism Program

TOURISM USA, Table of Contents

Agritourism in New York State: ordering information

Agritourism in New York State: Complete Overhead Presentation

Agritourism: Opportunities and Challenges

Can a Farmer Make Money with an Outdoor Recreation Sideline?

Cooperative Extension System Efforts In Support of the  
Development Of The U.S. Tourism Industry



# **TOURISM USA**

## **Guidelines for Tourism Development:**

**Appraising Tourism Potential  
Planning for Tourism  
Assessing Product and Market  
Marketing Tourism  
Visitor Services  
Sources of Assistance**

**by**

**The University of Missouri - Columbia  
Department of Parks Recreation and Tourism  
University Extension**

**1991  
Third Edition  
Originally Published 1978**

# TABLE OF CONTENTS

Development Staff .....	inside front cover
Title Page .....	i
Preface .....	iii
Development Staff .....	iv
<b>CHAPTER 1. APPRAISING TOURISM POTENTIAL .....</b>	<b>1</b>
Your Community and Tourism .....	1
Local Benefits From Tourism .....	2
Tourism and Employment .....	2
Tourism and Income .....	5
Tourism and a Diversified Economic Base .....	5
Tourism, Tax Revenues and Government Benefits .....	8
Tourism and Visibility .....	8
Tourism and Cultural Benefits .....	9
Costs and Liabilities of Tourism .....	10
Demands on Public Facilities and Services .....	10
Transportation Access to the Community .....	10
Local Roads .....	10
Parking .....	10
Signs .....	10
Water .....	10
Sewage and Trash Disposal .....	11
Restrooms .....	11
Public Safety .....	11
Public Health and Welfare .....	11
Operational Costs of Tourism .....	11
Summary .....	11
What Does Your Community Have That Tourists Want? .....	12
Why People Travel for Leisure .....	12
Components of a Tourism Industry .....	14
A Tourism Industry Requires Order and Organization .....	15
Developing Your Tourism Industry .....	16
Planning and Implementing Tourism in Your Community .....	16
Sources of Assistance .....	17
Promoting Your Community and Its Tourist Attractions .....	17
Cooperation in Tourism Planning and Development .....	18
Your Community and Tourism: Where Are You Now? .....	18
Table 1.1      Assessing Community Needs and Potential Benefits .....	3
Figure 7.1     Distribution of the Tourist Dollar .....	2
Figure 1.2     1988, 1989 & 1990 Employment Figures .....	6
Figure 1.3     1988, 1989 & Projected 1990 Industry Receipts .....	7
Figure 1.4     Tourism and Your Community .....	8
Figure 1.5     Requirements of a Tourism Industry .....	15
<b>CHAPTER 2. PLANNING FOR TOURISM .....</b>	<b>19</b>
How to Develop Leadership .....	20
The Value of Leadership to Tourism Development .....	20
Leadership Emergence and the Organizational Process .....	21
Leadership Roles .....	22
Leadership Roles of the Tourism Organization .....	23
Gaining Public Support and Awareness .....	23
Coordination .....	23

## TABLE OF CONTENTS (Continued)

Operation .....	23
Promotion .....	23
Leadership Roles of the Chamber of Commerce .....	23
Gaining Public Support and Awareness .....	23
Coordination .....	23
Operation .....	24
Promotion .....	24
Leadership Roles of Local Government .....	24
Operation .....	24
Imposed Organization .....	24
Developing Leadership Within The Community .....	24
Reconnaissance .....	25
Resistance .....	25
Citizen Involvement .....	25
Division of Labor .....	26
Supervision and Follow-up .....	26
Leadership Education and Training .....	26
Summary .....	27
Planning a Tourism Program .....	28
The Planning Process .....	28
Planning Roles .....	29
The Planning Organization .....	30
The Organizational Structure .....	31
Planning With Limited Resources .....	33
Coordination of the Tourism Industry .....	34
Communications .....	34
Research and Data Collection .....	35
Education and Training .....	36
Promotion .....	36
Budget and Finance .....	37
Funding of Tourism Operations and Promotion .....	37
Funding of Capital Improvements or Development .....	39
Summary .....	40
Figure 2.1     The Planning Process .....	20
Figure 2.2     Tourism Organizational Structure (Sample) .....	32
<b>CHAPTER 3. ASSESSING PRODUCT AND MARKET .....</b>	<b>41</b>
Collection Programs .....	41
Types of Data Collection .....	46
Desk Research .....	46
Comparison of Observation and Survey Methods .....	46
Observation Methods .....	47
Observing Behavior .....	47
Counting Methods .....	47
Survey Research .....	48
Informal Surveys .....	49
Suggestion Boxes .....	49
Bias .....	49
Developing Questionnaires .....	50
Selecting a Sample Group .....	50
Registration Methods .....	51
Questionnaires .....	51
Interviewing .....	51

## TABLE OF CONTENTS (Continued)

Determining Visitor Attitudes .....	53
Introduction .....	53
How To Determine Attitudes .....	54
Scales Indicating Agreement to Statements .....	54
Scales Indicating "Liking" .....	54
Measuring Visitor Expenditures .....	56
Diaries .....	56
Exit Interviews .....	56
Mail Surveys At Home .....	56
Measurement of Income Impact .....	56
Use of Regional or County Income Multipliers .....	57
Construction of Your Own Income Multiplier .....	57
Determine Pattern and Volume of Tourist Expenditure .....	57
Estimate Percentage of Goods and Services Produced Locally .....	57
Calculate Percentage of Local Income that is Spent Locally .....	58
Summary .....	59
Cost-Benefit Analysis .....	61
Range of Costs and Benefits .....	61
Method .....	61
Evaluating Market Potential .....	65
Market Analysis of Techniques .....	66
Market of Analysis for New Attractions or New Markets .....	67
Market Analysis-Other Variations .....	67
Inventorying Existing and Potential Attractions .....	67
What Will Be Inventoried? .....	68
Checklist of Actual and Potential Sites .....	68
Survey .....	68
Identification of Potential Target Markets .....	78
Target Market Identification .....	78
The Importance of These Classifications .....	78
Geography .....	78
How To Identify Geographical Target Markets .....	80
Behavior-Psychographics .....	81
Behavioral-Demographics .....	81
How to Identify Behavioral Target Markets .....	82
Matching Existing and Potential Attractions with Target Markets .....	82
Consideration of Each Attraction .....	82
Analysis of the Image of the Areas as a Whole .....	83
Evaluation of the Target Market .....	83
Matching Attractions and Target Markets .....	84
Estimating Demand and Usage .....	84
Estimating Demand for Existing Attractions .....	87
Estimating Demand for New Tourist Attractions .....	88
Assessing Private and Public Support Services .....	89
Private Facilities .....	89
Public Facilities and Services .....	107
Table 3.1      Characteristics of Visitors to the Area .....	42
Table 3.2      Evaluation of Tourism Programs .....	44
Table 3.3      Evaluation of the Effects of Tourism .....	45
Table 3.4      Characteristics of Potential Tourists .....	45
Table 3.5      Methods of Collecting Tourism Data .....	47
Table 3.6      An Example of Calculating the Income of Tourist Expenditures .....	60
Table 3.7      Estimated Benefits and Costs of Proposed Tourism Development Program, Anytown, U.S.A., 1986-1990 .....	63

## TABLE OF CONTENTS (Continued)

Table 3.8	Calculations, Sources of Information, Tourist Development Program, Anytown, U.S.A. ....	64
Table 3.9	Characteristics for Identifying Target Markets .....	78
Table 3.10	Selected Trip Characteristics .....	79
Table 3.11	Selected Traveler Characteristics .....	79
Figure 3.1	Jackson Hole Visitor Profile Questionnaire, 1978 .....	52
Figure 3.2	Paired-Comparisons Example .....	55
Figure 3.3	An Example of the Impact of a \$200 Tourist Expenditure on Local Incomes .....	58
Exhibit 3.1	Sample Checklist .....	69
Exhibit 3.2	Sample Survey for Major Attractions .....	73
Exhibit 3.3	Tabular Inventory Form for Sample Survey Questionnaire .....	77
Exhibit 3.4	Attraction Characteristics .....	83
Exhibit 3.5	Existing Image of Area .....	84
Exhibit 3.6	Target Market Evaluation .....	85
Exhibit 3.7	Comparison of Attractions and Target Markets .....	86
Exhibit 3.8	Estimates of Demand Level .....	88
Exhibit 3.9	Sample Form for Determining Facilities Needed to Meet Demand .....	90
Exhibit 3.10	Sample Questionnaire-Lodging .....	92
Exhibit 3.11	Sample Form for Use in Tabulating Lodging Inventory Data .....	95
Exhibit 3.12	Sample Questionnaire-Eating Establishments .....	96
Exhibit 3.13	Sample Form for Use in Tabulating Eating Establishments Inventory Data .....	98
Exhibit 3.14	Sample Questionnaire-Specialty Shops .....	99
Exhibit 3.15	Sample Form for Use in Tabulating Specialty Shops Inventories .....	101
Exhibit 3.16	Sample Questionnaire-Entertainment Facilities .....	102
Exhibit 3.17	Sample Form for Use in Tabulating Entertainment Facilities Data ....	104
Exhibit 3.18	Sample Form for Use in Tabulating Convention Facilities .....	106
Exhibit 3.19	Sample Form-Labor Supply Inventory .....	108
Exhibit 3.20	Sample Questionnaire-Transportation Access .....	110
Exhibit 3.21	Sample Questionnaire-Local Streets .....	111
Exhibit 3.22	Sample Questionnaire-Parking .....	112
Exhibit 3.23	Sample Form for Assessing Signs .....	113
Exhibit 3.24	Sample Questionnaire-Solid Waste .....	115
Exhibit 3.25	Sample Questionnaire-Police Functions .....	117
<b>CHAPTER 4. MARKETING TOURISM</b> .....		<b>119</b>
Definitions .....		119
Promotional Mix .....		119
Developing the Promotional Plan .....		120
Forecast Expected Revenues .....		120
Specify Target Markets .....		120
Determine Tourist Motivations .....		121
Develop Specific Promotional Goals .....		121
Develop the Campaign Theme .....		121
Develop a Media Strategy .....		122
Composition of Specific Advertising Copy .....		122
Test Advertising Effectiveness .....		122
International Promotion .....		123
Target Market Advertising .....		124
Media .....		125
Newspapers .....		125
Television .....		125
Direct Mail .....		125

## TABLE OF CONTENTS (Continued)

Radio .....	126
Magazines .....	126
Outdoor .....	129
Cost of Various Methods Versus Hiring an Ad Agency .....	130
Attraction Literature .....	131
Coordinating Brochures .....	131
Community Description Brochure .....	131
Brochures for International Markets .....	132
Exhibits, Displays, Films, Trade Shows and Other Promotional Methods .....	132
Description .....	132
Placement .....	132
Design .....	133
Mobile Exhibits .....	133
Films and Video Tapes .....	133
Trade Shows .....	133
Coordinating with Convention Activities .....	134
Direct Selling With International Representatives .....	135
Travel Missions .....	135
Promotion Through Travel Services .....	135
Tour Packaging by Communities .....	136
Trade Advertising .....	136
Control Mechanism for Handling Inquiries .....	136
General Tourism Inquiry .....	136
Classes of Mail .....	137
Specific Attractions Inquiry .....	137
Local Advertising and Promotion .....	137
Local Media .....	137
Function .....	137
Market .....	138
Type and Relative Importance .....	138
Sign and Placement .....	138
Store Signs .....	139
Street Signs .....	139
Historical Markers .....	139
Distribution Mechanism for Attractions Literature .....	139
"Word of Mouth" Advertising .....	139
Public and Community Relations .....	140
Media Coverage .....	140
Media Attention .....	141
The Promotional Gimmick .....	141
Coordinative Activities with Community Organizations and Support Services ....	142
Cooperative Promotions .....	142
Types of Cooperative Promotions .....	142
Advantages of Cooperation .....	143
Examples of Cooperative Promotions .....	143
Fall River, Massachusetts .....	143
Branson, Missouri .....	143
Major Industry-Community Cooperative Promotion .....	143
State and Federal Government Cooperative Promotions .....	143
Souvenirs and Promotional Mementos .....	144
Table 4.1      International Tourism to the United States From Nine Major Markets .	123
Exhibit 4.1    Guidelines for Outdoor Advertising .....	129

## TABLE OF CONTENTS (Continued)

<b>CHAPTER 5. VISITOR SERVICES</b> .....	147
What Are Visitor Services .....	147
What is Hosting? .....	147
Identifying Visitor Service Needs .....	147
Develop A Visitor Services Plan .....	148
The Visitor Services Program .....	148
Anticipating and Planning Service Needs .....	148
Coordination of Visitor Services .....	149
Who Pays For and Provides Visitor Services? .....	150
Special Service Needs .....	150
International .....	150
Disabled .....	150
Aged .....	152
Training For Visitor Services .....	152
Who Needs To Be Trained? .....	153
Training for Personal Services Personnel .....	153
Training for Specialized Services Personnel .....	153
Training for Members of the Community .....	154
Who Should Do the Training? .....	154
Hospitality Training .....	154
Personal and Specialized Service Personnel .....	154
Course Planning and Instruction .....	155
Methods .....	155
Tips For Effective Meetings .....	155
Points to Cover in a Hospitality Training Course .....	156
Suggestions for Restaurant Personnel .....	156
Suggestions for Hotel and Motel Personnel .....	157
Suggestions for Retail Sales Personnel .....	158
Suggestions for Service Station Personnel .....	159
The Public Awareness Program .....	161
Value of Tourism .....	161
Relevance .....	161
Importance .....	162
Understanding the Tourist .....	162
Tourists and Their Problems .....	162
Understanding Tourists' Motives .....	163
Methods of Communicating With the Public .....	163
One-Sided Versus Two-Sided Arguments .....	164
Passive Spokesmen .....	164
Face-to-Face Communications .....	164
Mass Communication .....	165
Direct Experience .....	166
Establishing Tourist Information Centers .....	166
Location and Design .....	167
Function .....	167
TIC Staff .....	168
Evaluating The Visitor Services Program .....	168
Monitoring .....	168
Analysis .....	168
Exhibit 5.1   National Park Service Recreation Symbols .....	151
Exhibit 5.2   Sample, Visitor Satisfaction Questionnaire .....	170

## TABLE OF CONTENTS (Continued)

<b>CHAPTER 6. SOURCES OF ASSISTANCE</b> .....	171
Assistance in Assessing Tourism Potential .....	171
Planning .....	172
Financial Assistance .....	172
Assistance in Marketing and Management .....	172
Local Public Media .....	172
State and Regional Assistance .....	173
Specialized Assistance-Paid Consultants .....	173
Federal Assistance Programs .....	178
United States Travel and Tourism Administration .....	179
State Contacts for Federal Agencies .....	181
State Agencies Responsible for Tourism Development .....	184
Selected Reading List .....	188
Exhibit 6.1   Checklist of Local and County Sources of Assistance in Tourism Industry Development .....	174
Exhibit 6.2   Checklist of State and Regional Sources of Assistance in Tourism Industry Development .....	176
<b>Appendix A</b> .....	190
<b>Appendix B</b> .....	192
<b>Appendix C</b> .....	194
<b>Appendix D</b> .....	197
<b>Appendix E</b> .....	198
<b>Appendix F</b> .....	199
<b>Appendix G</b> .....	201
<b>Appendix H</b> .....	203
<b>Appendix I</b> .....	207
<b>Appendix J</b> .....	213



## CONSIDERATIONS FOR AGRITOURISM DEVELOPMENT

by  
Diane Kuehn  
Coastal Tourism Specialist  
New York Sea Grant

Duncan Hilchey  
Agriculture Development Specialist  
Farming Alternatives Program  
Cornell University

Douglas Ververs  
Small Business Program Leader  
Cornell Cooperative Extension of Oswego County

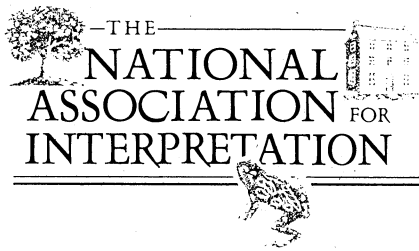
Kara Lynn Dunn  
Director of Communications  
Seaway Trail, Inc.

Paul Lehman  
Extension Educator  
Cornell Cooperative Extension of Niagara County



## TABLE OF CONTENTS

<b>I. Introduction (D. Kuehn)</b>	<b>1</b>
<b>II. Agritourism Businesses: the Backbone of the Agritourism Industry (D. Ververs)</b>	<b>2</b>
Introduction.....	2
Advice for New Entrepreneurs.....	2
Developing a Business Plan.....	3
Creating a Marketing Plan.....	4
Regulations, Permits, and Insurance.....	4
Case study: Trees Abound at Hemlock Haven (D. Ververs).....	5
Case study: Farm Stands Galore in Orleans County (K. Dunn).....	6
Case study: Vinewood Acres Sugar Shack and Bed & Breakfast (K. Dunn).....	7
Case study: Historic Alasa Farms (D. Kuehn).....	8
<b>III. Organizing Agricultural Events: Festivals and Farmers' Markets (D. Hilchey)</b>	<b>9</b>
Introduction.....	9
Festivals: a Creative Expression of the Local Community.....	9
Farmers' Markets: a Tourist's Window into the Local Community.....	11
Case study: Niagara County's Apple Country Festival (P. Lehman).....	14
Case study: Watertown Farm and Craft Market (D. Hilchey).....	15
<b>IV. Bringing It All Together: Planning a Regional Agritourism Program (D. Kuehn)</b>	<b>16</b>
Introduction.....	16
Regional Planning Considerations.....	16
Holding a Planning Session.....	16
Planning Steps.....	17
Case study: Agritourism Along New York's Seaway Trail (K. Dunn).....	21
<b>VI. Conclusion (D. Kuehn)</b>	<b>22</b>
<b>VII. Acknowledgments</b>	<b>22</b>
<b>VIII. Agritourism Publication and Agency Resources</b>	<b>23</b>



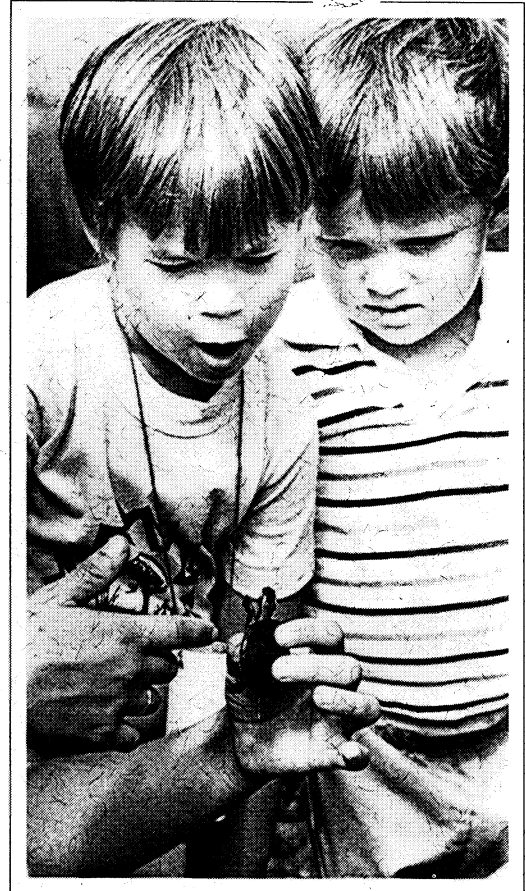
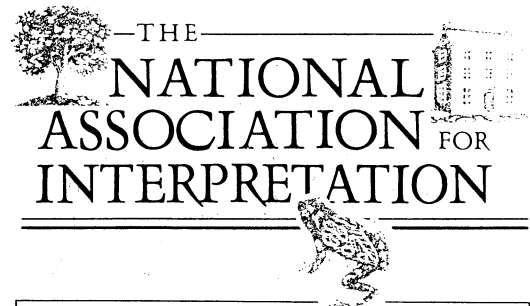
NAI exists to meet the needs of those involved in discovering and communicating the meanings and relationships between people and their natural, historical, and cultural world. "Sharing what belongs to us all", NAI's motto, conveys the mission of interpretive professionals engaged in the challenge of facilitating this sharing process.

For more information about the National Association for Interpretation contact:

NAI  
PO Box 1892  
Fort Collins, CO 80522  
303/491-6434  
Fax: 303/491-2255

Cover photo courtesy of South Bend Tribune - Paul Rakestraw. Inside photos courtesy East Bay Regional Park District - Nancy McKay. Brochure design by Dragonfly Graphics.

printed on recycled paper



*A good interpreter is sort of a Pied Piper, leading people easily into new and fascinating worlds that their senses really never penetrated before.*

--Yorke Edwards

## What is the National Association for Interpretation?

NAI exists to foster excellence in interpretation and support for the interpretive profession. NAI is proud to have a national leadership role in fostering professionalism and the highest standards in the interpretive field. NAI is primarily a volunteer organization. Its accomplishments are the result of the energy and involvement of its members.

Members come from a wide range of backgrounds. They are naturalists, educators, nature center and museum personnel, park rangers, tour guides, recreation specialists, writers, exhibit designers, and historians.

The organization is administered by an Executive Board and ten Regional Directors elected by the membership. An Executive Director manages the daily operation of the association. Membership in the national organization entitles you to participate in Regional activities. Some Regions have local *Chapters* that provide member services within a smaller geographical area.

Membership *Sections* provide specialized activities to members with unique professional interests, such as the Federal Interagency Council and Native American cultural interpreters.

For a complete list of Regions, Chapters, and Sections, contact the NAI national office.



## What is an Interpreter?

An interpreter is a communicator who combines an understanding of natural or cultural history with a love for sharing knowledge and feelings with others. They use the skills of an actor, teacher, and researcher in communicating information and creating educational experiences.

Interpreters are employed at parks, historical sites, museums, nature centers, zoos, public forests, resident camps, and anywhere educational and recreational opportunities are offered to the public. The specific duties of an interpreter are as varied as the sites at which they may work. Interpreters may, for example:

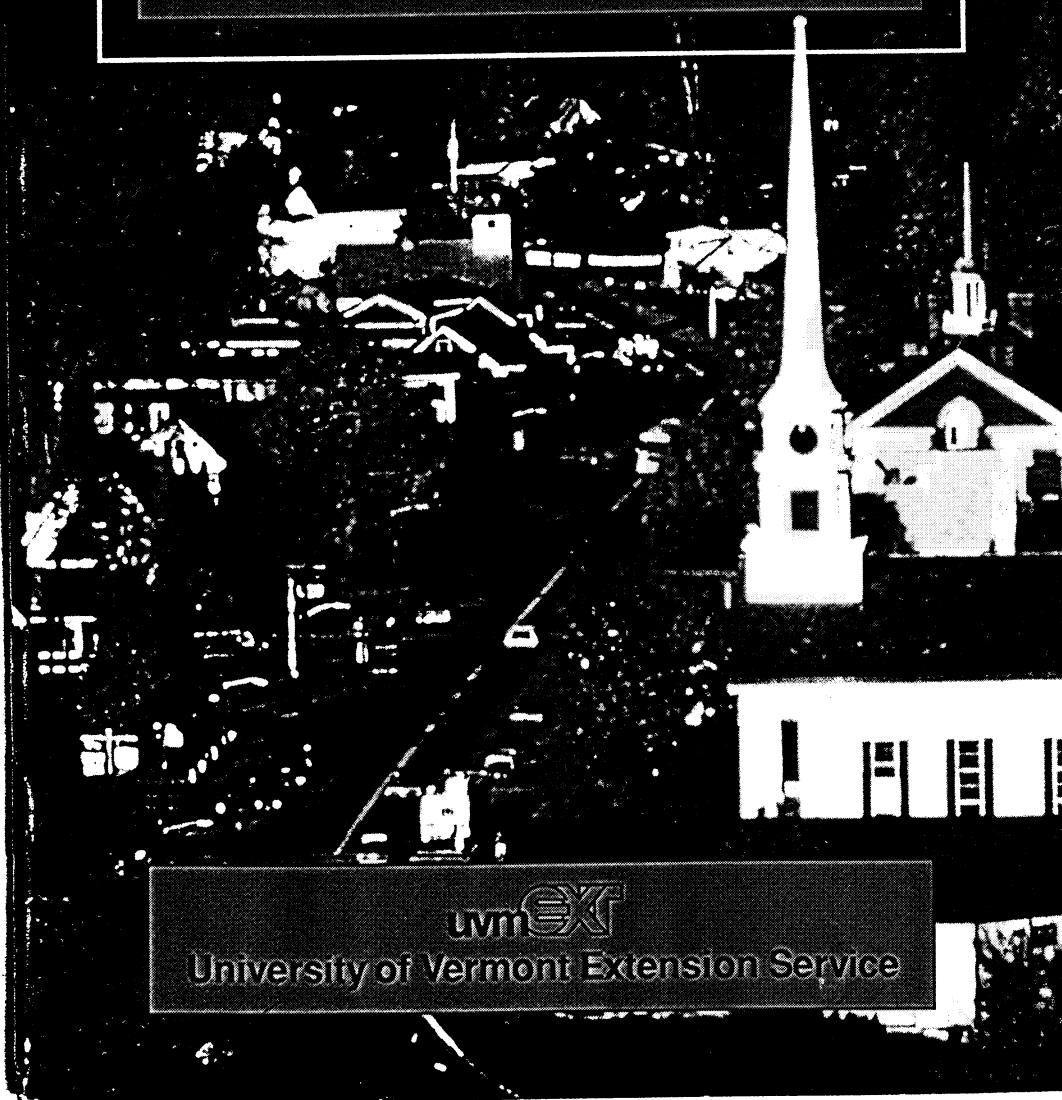
- conduct educational activities for school groups
- plan and present programs to the public
- re-enact historical occurrences or cultural lifestyles
- demonstrate crafts and skills and provide hands-on learning opportunities
- write articles, television, or radio scripts; or design slide presentations
- design trails, brochures, interpretive exhibits, and signs
- research flora and fauna or historical aspects of an area
- administer visitor centers, museums and interpretive services

Many interpreters perform all of these duties. Interpreters are known for developing skills in a variety of areas to increase people's awareness and understanding of cultural and natural resource issues.

*The chief aim of interpretation is not instruction, but provocation.*  
--Freeman Tilden

# Planning For Tourism

A Guide for  
Vermont Communities



UVMEXT  
University of Vermont Extension Service

# Table of Contents

	Page
Tourism as an Industry .....	2
Planning for Tourism .....	3
The Components of Tourism .....	4
Attractions .....	4
Services and Facilities .....	6
Transportation .....	7
Information .....	7
Visitors .....	8
Policy .....	9
The Effects of Tourism .....	10
Economic Effects .....	10
Environmental Effects .....	12
Cultural and Social Effects .....	15
A Tourism Planning Process .....	17
Step 1: Inventory and Analyze Tourism Resources .....	17
Step 2: Set Tourism Objectives .....	28
Step 3: Develop Tourism Action Plans .....	30
Step 4: Monitor and Evaluate Tourism Activity .....	34
Applying Tourism Planning .....	35
Concluding Remarks .....	36
Suggested References .....	38
List of Tables	
Table 1. Types of Visitor Attractions .....	19
Table 2. Sample Visitor Questionnaire .....	21
Table 3. Sample Resident Questionnaire .....	23
Table 4. Tourism-related Organizations .....	32
Table 5. Sources of Tourism Information .....	37
List of Figures	
Figure 1. The Tourism Industry .....	6
Figure 2. The Multiplier Effect of Tourism .....	11
Figure 3. The Tourism Development Cycle .....	14
Figure 4. Tourism Planning Process .....	17

# *Building Gateway Partnerships*

**A Process for Shaping the  
Future of Your Community**



**Sue Abbott and Sally Sheridan**

Rivers, Trails, and Conservation Assistance  
National Park Service  
909 First Avenue,  
Seattle, Washington  
206-220-4122/4116

Rivers, Trails, and Conservation Assistance (RTCA) is a partnership program of the National Park Service with offices throughout the country. Its mission is to advocate and assist community-based conservation action, especially in helping to build partnerships among citizens, government, and grassroots organizations. RTCA provides technical assistance to citizens in their efforts to protect places that give special meaning and character to their communities.

April 1997

Printed in partnership with Lowe Enterprises, Inc., and  
the American Planning Association

# Contents

---

Foreword .....	7
Challenges in Gateway Areas .....	9
Are You a Gateway Community? .....	13
Taking Charge of Your Community's Destiny .....	15
Process Overview .....	17
The Gateway Partnership Process .....	19
What Can the Gateway Partnership Process Do for You? .....	23
Putting This Notebook to Good Use .....	25



<b>STEP 1: <i>Knowing Your Place</i></b> .....	27
Roles and Responsibilities of Your Organizing Committee .....	29
Structuring Your Organizing Committee .....	31
Roles of Gateway Neighbors and Stakeholders .....	33
Looking at Change in Your Gateway Area .....	37
Traits of Successful Communities .....	39
Top 15 Reasons Your Community Should Use the Gateway Partnership Process .....	43
Using Public Outreach and Involvement .....	45
Ten Ideas for Recruiting New Leaders and Volunteers .....	49
Defining Your Gateway Area .....	51
Creating Your Community Presentation .....	53
Swaying the Naysayer .....	55
Using Consensus to Make Decisions .....	57
Holding More Effective Meetings .....	59
Using Ground Rules .....	61
Chartering a Gateway Bus Tour .....	63
A Checklist for Community Commitment .....	65



# *Rural Tourism Handbook*

*Selected Case Studies and Development Guide*

Compiled by:  
United States Travel and Tourism Administration  
U.S. Department of Commerce  
Washington, DC



This handbook is designed to:

Help localities decide whether or not to pursue visitors and their dollars, and, if that decision is positive:

- ◆ To help communities become aware of both potential benefits, challenges and costs of tourism development to the community
- ◆ To provide the basic framework for doing so
- ◆ To assist communities in the development of a marketing and promotion program by providing the basic information necessary to accomplish this

The material included within these pages is primarily directed toward small towns and rural areas. However, it can also provide useful information to representatives of larger cities. It is meant to be used as an introductory planning guide or "tourism primer."

# TABLE OF CONTENTS

SECTION I	THE PROMISE OF TOURISM .....	1
Chapter 1	The Mouse That Roars: Appraising Tourism Potential .....	2
	Case Study: Coeur d'Alene, Idaho .....	6
Chapter 2	Benefits and Challenges of Tourism .....	7
	Case Study: Branson, Missouri .....	9
Chapter 3	Leadership .....	11
	Case Study: 6th Congressional District, Ohio .....	18
SECTION II	GETTING ORGANIZED .....	20
Chapter 4	Conducting A Tourism Inventory .....	21
	Case Study: Oyate Trail, South Dakota .....	28
Chapter 5	Assessing Your Product and Market .....	30
	Case Study: Ely, Nevada .....	48
SECTION III	PUTTING IT ALL TOGETHER .....	50
Chapter 6	Public Participation and Buy-In .....	54
	Case Study: Vermilion Parish, Louisiana .....	57
Chapter 7	Setting Goals .....	63
	Case Study: Elko, Nevada .....	70
Chapter 8	Developing a Marketing Plan and Selling Your Destination ....	73
	Case Study: Oregon Trail .....	84
Chapter 9	Customer Service and Hospitality Training .....	86
	Case Study: Native American Tourism Center, Scottsdale, Arizona .....	89
	Case Study: Opryland USA, Nashville, Tennessee .....	91

SECTION IV	MAKING IT WORK .....	93
Chapter 10	Joint Partnerships .....	95
	Case Study: Kotzebue, Alaska .....	98
Chapter 11	Developing Funding Sources .....	100
	Case Study: Sweet Home, Oregon .....	109
Chapter 12	Festivals and Events as Tourism Development Tools .....	111
	Case Study: Opelousas, Louisiana .....	119
Chapter 13	Product Development .....	121
	Case Studies .....	132
SECTION V	IF WE BUILD IT, WILL THEY COME? .....	135
Chapter 14	Fallacies and Half Truths .....	136
	Case Study: Nelson County, Virginia .....	139
Chapter 15	Conclusion .....	143
SECTION VI	APPENDICES .....	144
VI.A	Federal Assistance Programs .....	145
VI.B	United States Travel and Tourism Administration .....	148
VI.C	State Contacts for Federal Agencies .....	150
VI.D	State Agencies Responsible for Tourism Development .....	154
VI.E	Examples of National Organizations and Sources of Assistance .....	159
VI.F	Examples of International Organizations and Sources of Assistance .....	168
VI.G	Forming a Tourist Commission .....	172
VI.H	Sample Articles of Incorporation .....	176
VI.I	Practical Tips for Opening a Bed & Breakfast .....	178
VI.J	Practical Tips for Opening a Museum .....	183
VI.K	Selected Reading List .....	186

# **TOURISM: PUTTING THE PIECES TOGETHER**

**THE TOURISM POLICY COUNCIL'S  
FEDERAL TOURISM DEVELOPMENT STRATEGY  
June 1995**

*In conjunction with the National Performance Review*

**RONALD H. BROWN, Chairman  
Tourism Policy Council**

## TABLE OF CONTENTS

### Acknowledgments

Executive Summary .....	i
Introduction .....	1
Chapter 1: Tourism's Profile and Prospects: An Overview .....	3
Chapter 2: Resource Allocation .....	9
Chapter 3: Research: Create an Integrated, Accessible Research System ..	19
Chapter 4: Infrastructure and Product Development .....	29
Chapter 5: Promotion .....	41
Chapter 6: Facilitation and Barrier Reduction .....	53
Chapter 7: Training and Education .....	63
Chapter 8: Environment and Safety and Security .....	67
Chapter 9: The Future of the Federal Tourism Development Strategy .....	73
Epilogue .....	81

### Appendices

A. Customer Needs Assessment: Working Group Report (Excerpts) .....	85
B. Inventory of Federal Programs: Working Group Report .....	99
C. Framework: Working Group Report .....	103
D. Federal Agencies Involved in Tourism Development .....	143
E. Working Group Members .....	147
F. Acronyms Used in this Strategy .....	149

---



# DISCOVER AMERICA: TOURISM AND THE ENVIRONMENT

**A Guide to Challenges and Opportunities for  
Travel Industry Businesses**

Commissioned by the  
Discover America Implementation Task Force

Prepared by the  
U.S. Travel Data Center

Published by the  
Travel Industry Association of America



---

# TABLE OF CONTENTS

<b>1</b>	<b>Introduction</b>
<b>3</b>	<b>Executive Summary</b>
<b>5</b>	<b>Environmentalism: General Trends and Concepts</b>
	A Primer on Environmental Problems
	The Bad News
	Air Pollution
	Global Warming/Ozone Depletion
	Destruction of Rainforests/Habitats/Wildlife
	Hazardous Waste
	Solid Waste
	Water Quality/Availability
	Energy Consumption
	The Good News
	The Evolving Environmental Movement
	Business and the Environment
	The Travel Industry and the Environment
	Costs and Benefits
	Recognizing the Costs and Benefits
	Tourism and Environmental Protection:
	Counting the Benefits
	Environmental Abuse and Costs to Tourism
<b>19</b>	<b>Tourism and the Environment</b>
	Preserving the Natural Environment
	Water and Coastlines
	Wetlands
	The Air We Breathe
	Wilderness
	National Parks
	Scenic Byways
	Implications for Travel and Tourism
	Preserving the Constructed Environment
	Implications for Travel and Tourism
	Infrastructure and The Environment
	Implications for Travel and Tourism



Eco-Tourism

The Eco-Tourist: A Consumer Profile  
Implications for Travel and Tourism

**31 Consumers and the Environment—  
Attitudes and Behavior**

General Consumer Profiles

Living the Simple Life

Dealing with Tougher Customers

An Awakening: Consumers' Growing  
Environmentalism

Environmental Problems: Americans' Perceptions

Blaming Business and Government

Consumer Choices—Regulations Versus Personal  
Lifestyles

Belief Versus Behavior

Footing the Bill: How Much is Too Much?

Environmental Types

Travelers and the Environment

The Eco-Tourism Market

Factors Important in Selecting Travel Suppliers

Likelihood of Supporting "Green" Travel  
Companies

Attitudes Toward Travel Suppliers

What "Green" Travelers Will Spend

**45 Environmental and Tourism Public Policy**

The Governmental Role: Defining Policy

The Historical View of Environmental Policy

Regulation: The Double-Edged Sword

Federal Government Policies

Mandates for Cleaner Air

The Clean Water Act

Byways and Highways: Other Federal Initiatives

State Government Policies: Filling the Vacuum

Solid Waste Management—A Nationwide Problem

Groundwater Quality—A Status Report

Land Use Management

Natural Resource Issues Among States

Other Environmental Issues Among States

Preserving Historic Sites

Improving Infrastructures—

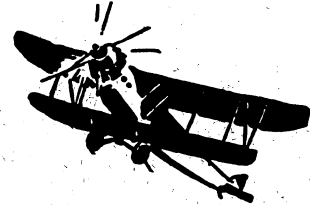
The Case for Transportation

Rural Tourism and State Legislation

Laws and Regulations, State by State

55	<b>Business and the Environment— Opinions and Practices</b>
	The “Green” Marketing Campaign
	Saving the Planet—The Rational Response
	Industry Products—Solutions to Consumer Demand
	Corporate Environmentalism, Consumer Skepticism
59	<b>Case Studies—Environmentally Responsible Travel Industry Programs</b>
	Accommodations
	Transportation
	Attractions
	Restaurants
	Other Organizations
65	<b>Things Businesses Can Do</b>
	Fresh Start—Becoming a “Green” Company
	Corporate Philosophies
	Internal Management Strategies
	Regulatory and Legislative Responses
	Grassroots Recommendations
	Operational Guidelines
	Water Resources
	Waste Management
	Air Quality
	Energy Conservation
	Responsible Tourism—Ideas and Implementation
	Educating Travelers—Directions for Responsible Tourism
	Promoting the “Green” Image
73	<b>Afterword</b>
75	<b>Bibliography and References</b>

# ***Adventure Travel:***



## **Profile of a Growing Market**

### ***Table of Contents***

<b>Introduction</b>	<b>1</b>
<b>Executive Summary</b>	<b>2</b>
<b>Detailed Findings</b>	<b>3</b>
<b>Activities</b>	<b>3</b>
<b>Traveling Companions</b>	<b>6</b>
<b>Spending</b>	<b>7</b>
<b>Purpose</b>	<b>8</b>
<b>Demographics</b>	<b>9</b>
<b>Overview</b>	<b>9</b>
<b>Profile</b>	<b>10</b>

## ***Executive Summary***



- Of the 146.9 million people who have traveled in the past 12 months, half (50%) have taken a vacation for outdoor or adventure activities at some time in their lives. A majority (75%) of travelers who have reported taking an adventure trip have taken one in the past two years.
- About one-third (30%) reported taking their most recent outdoor or adventure vacation within at least the last six months, including eight percent in the last month. Another one-third (32%) said they traveled within the last year. Other adventure travelers (38%) reported taking their vacation two or more years ago.
- Camping (85%), hiking (74%) and skiing (51%) were the most popular outdoor or adventure activities.
- More than one-half of adventure travelers took their most recent vacation with a spouse (58%). Children and grandchildren (36%) and other adult non-family members (34%) were also popular companions.
- Over one-half spent \$500 or less on their adventure vacation (51%). One-fourth spent \$500 to \$2,500, while six percent spent \$2,500 or more. The average amount spent was \$871.
- The majority of adventure travelers said they took their vacation for fun and entertainment (71%).
- Adventure travelers are more likely to be married and have children than other travelers. Also, a higher proportion are women compared to the average profile of U.S. travelers.

**The Economic Impact of Birding Ecotourism On  
Communities Surrounding Eight National Wildlife Refuges**

By

Paul Kerlinger, Ph.D.  
31 Jane St. 14D  
New York, NY 10014  
(212) 691-4910

# **The Economic Impact of Birding Ecotourism On Communities Surrounding Eight National Wildlife Refuges**

## **Executive Summary**

The economic impact of birding ecotourism on communities surrounding eight U.S. Fish and Wildlife Service National Wildlife Refuges (NWR) was studied in 1993 and 1994 as part of a larger study of ecotourism. In addition, the demographics of these visitors was determined. The Refuges were located in California (Salton Sea NWR), Kansas (Quivira NWR), New Mexico (Bosque del Apache NWR), New Jersey (E. Forsythe NWR), Ohio (Ottawa NWR), Texas (Santa Ana and Laguna Atascosa NWRS), and Virginia (Chincoteague NWR). Birder visitation at these Refuges ranged from about 17,000 per year at Quivira NWR in Kansas to nearly 200,000 to the area surrounding Ottawa NWR in Ohio. The sex ratio of visitors was slightly skewed toward males who accounted for between 49% and 61% (average about 54% male) of visitors, which differs greatly from fishing (69% male) and hunting (92% male). Average age of visitors was in the mid-40's to lower 50's. Family incomes and education levels were far greater than the national average. More than 70% of respondents from all studies reported that they had attended some college. Birding ecotourism is family oriented with more than 50% of visitors in most studies traveling with their spouse. In most studies, about one-half of the visitors to NWRs made their trip to the area specifically to visit the Refuge.

Two measures of economic activity were calculated: total amount spent by visitors including travel to and from a refuge, and total economic impact of visitors on the communities surrounding a refuge. Simple arithmetic models were used, without economic multipliers. The total expenditures of visitors to the eight National Wildlife Refuges during their entire trips amounted to more than one hundred million dollars, which includes air fare, car rental, gasoline, lodging, meals, and other travel expenditures. The actual economic impact of visitors on the communities surrounding each of the Refuges ranged from slightly less than \$1 million (\$0.63 million) at Quivira NWR to about \$14 million at Santa Ana NWR, which included lodging (motels, campsites, etc.), meals, gasoline, and ancillary purchases. The average ecotourist was worth between \$21 and \$145 to the local communities.

These findings show that Federal lands are an important economic asset to both the national economy and the economies of the communities in which they are located. Ecotourists provide a major source of external revenue to these communities for which the Community does not have to provide or pay for the attraction that brings the ecotourists. The information provided in this study will be useful to local planners, businesses, and elected officials who seek long-term, sustainable economic development.

It will also prove useful to the U.S. Fish and Wildlife Service for providing services to ecotourists and for planning future acquisitions. Most importantly, the results of these studies demonstrate that fragile ecosystems, wildlife, and preserved lands are important economically.

Funds for this study were provided by the National Fish and Wildlife Foundation, New England Biolabs Foundation, New Jersey Audubon Society, and the Cape May Bird Observatory.

Paul Kerlinger, Ph.D.  
31 Jane St. 14D  
New York, NY 10014  
(212) 691-4910

# *The Craft Heritage Trails of Western North Carolina*

*Authors*

Jay Fields and Brad Campbell

*Designer*















Mark Wilson

*Project Coordinator*

Robin Daniel

Published by HandMade in America, Inc.  
67 North Market Street, Asheville, North Carolina 28802  
(704) 252-0121  
<http://www.haywood.cc.nc.us/wncedc>  
©1996

# Table of Contents

FYI Helpful Stuff to Know	8
 High Country Ramble	16 
HERITAGE Blue Ridge Parkway	30
 Circle the Mountain	32 
HERITAGE Penland School	46
 farm to Market	48 
HERITAGE Southern Highland Handicraft Guild	56
 Mountain Cities	58 
HERITAGE Biltmore and Craft	80
 Cascades Trail	82 
HERITAGE Haywood Community College	92
 Shadow of the Smokies	94 
HERITAGE John C. Campbell Folk School	104
 The Lake Country	106 
Index	114
Glossary/Calendar/Map	Inside Back Cover





United States  
Department of  
Agriculture

National  
Agricultural  
Library

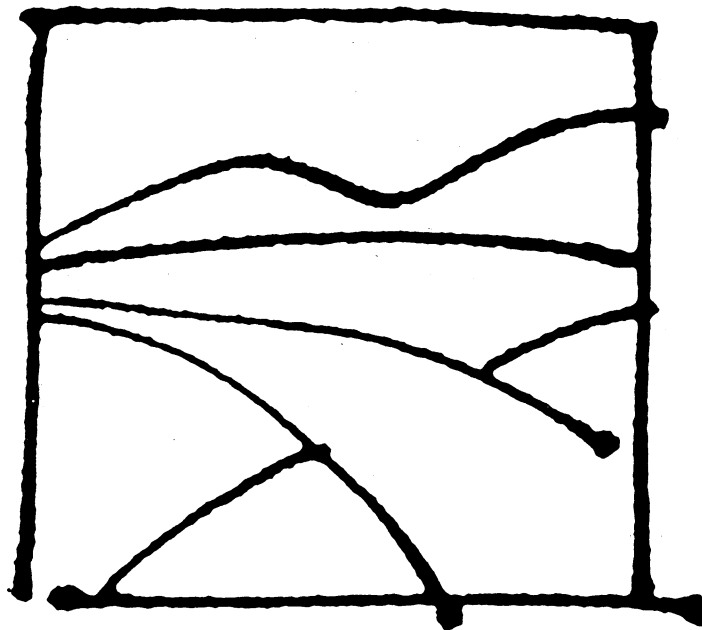
Beltsville  
Maryland  
20705



ISSN: 1056-9685

# Farm Holidays and Ranch Vacations

Rural Information Center Publication Series, No. 39  
Revised Edition



# Rural Information Center

National Agricultural Library  
U.S. Department of Agriculture  
Beltsville, Maryland 20705

The Rural Information Center (RIC) is a joint project of the Extension Service and the National Agricultural Library (NAL). RIC provides information and referral services to local government officials, community organizations, health professionals and organizations, cooperatives, libraries, businesses, and rural citizens working to maintain the vitality of America's rural areas. The Center combines the technical, subject-matter expertise of Extension's nationwide educational network with the information specialists and resources of the world's foremost agricultural library.

The Office of Rural Health Policy in the Department of Health and Human Services (DHHS) and the NAL jointly created a Rural Information Center Health Service (RICHS) as part of the RIC. RICHS collects and disseminates information on rural health issues, research findings related to rural health, and innovative approaches to the delivery of rural health care services.

## SERVICES:

**Provide** customized information products to specific inquiries including assistance in economic revitalization issues; local government planning projects; rural health issues; funding sources; and other related issues for the purpose of monitoring the quality of rural life.

**Process** a broad array of general and funding information requests on such topics as:

- Successful strategies, models, and case studies of community development projects
- Small business attraction, retention, and expansion
- Tourism promotion and development
- Recycling programs
- Community water quality
- Technology transfer to rural areas
- Closures, restructuring and diversification of rural hospital and clinics
- Agricultural health and safety
- Health programs, services, personnel issues
- State initiatives concerning rural health delivery issues

**Refer** users to organizations or experts in the field who can provide additional information.

**Perform** brief database searches of requested topics on a complimentary basis.

**Furnish** bibliographies and Rural Information Center Publication Series titles.

**Identify** current USDA and DHHS research and Cooperative Extension Systems programs.

## ACCESS:

**\*Telephone**

1-800-633-7701 (nationwide) or 1-301-504-5547

**\*Mail**

Rural Information Center  
National Agricultural Library, Room 304  
Beltsville, MD 20705-2351

**\*Electronic Mail** through INTERNET (RIC@NALUSDA.GOV)

**\*NAL Bulletin Board** (RIC/RICHS Conference) 1-301-504-6510



United States  
Department of  
Agriculture

National  
Agricultural  
Library

Beltsville  
Maryland  
20705



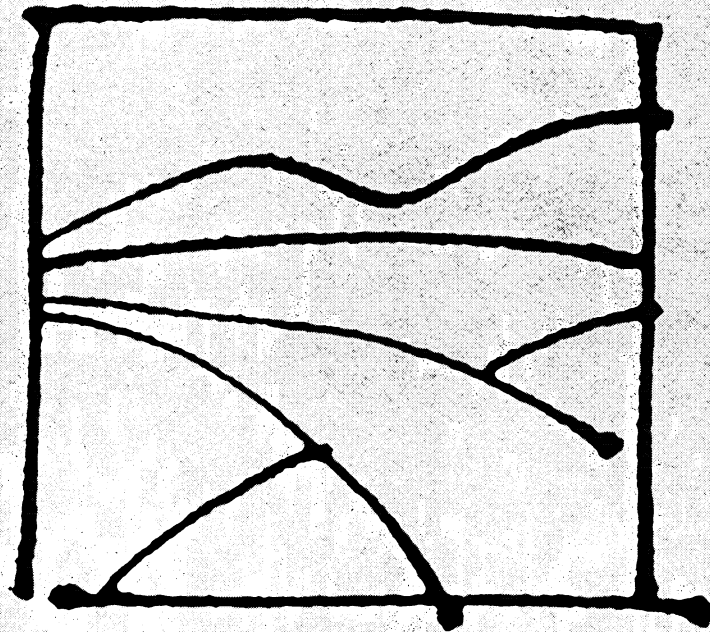
ISSN: 1052-5378

# **Tourism Development**

## **January 1988 - January 1995**

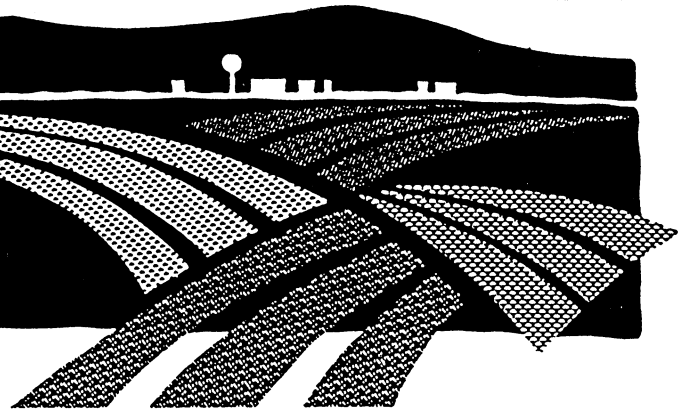
**QB 95-19**

**Quick Bibliography Series**



# Rural Information Center

National Agricultural Library  
U.S. Department of Agriculture  
Beltsville, Maryland 20705



The Rural Information Center (RIC) is a joint project of the Extension Service and the National Agricultural Library (NAL). RIC provides information and referral services to local government officials, community organizations, health professionals and organizations, cooperatives, libraries, businesses, and rural citizens working to maintain the vitality of America's rural areas. The Center combines the technical, subject-matter expertise of Extension's nationwide educational network with the information specialists and resources of the world's foremost agricultural library.

The Office of Rural Health Policy in the Department of Health and Human Services (DHHS) and the NAL jointly created a Rural Information Center Health Service (RICHS) as part of the RIC. RICHS collects and disseminates information on rural health issues, research findings related to rural health, and innovative approaches to the delivery of rural health care services.

## SERVICES:

**Provide** customized information products to specific inquiries including assistance in economic revitalization issues; local government planning projects; rural health issues; funding sources; and other related issues for the purpose of monitoring the quality of rural life.

**Process** a broad array of general and funding information requests on such topics as:

- Successful strategies, models, and case studies of community development projects
- Small business attraction, retention, and expansion
- Tourism promotion and development
- Recycling programs
- Community water quality
- Technology transfer to rural areas
- Closures, restructuring and diversification of rural hospital and clinics
- Agricultural health and safety
- Health programs, services, personnel issues
- State initiatives concerning rural health delivery issues

**Refer** users to organizations or experts in the field who can provide additional information.

**Perform** brief database searches of requested topics on a complimentary basis.

**Furnish** bibliographies and Rural Information Center Publication Series titles.

**Identify** current USDA and DHHS research and Cooperative Extension Systems programs.

## ACCESS:

**\*Telephone**

1-800-633-7701 (nationwide) or 1-301-504-5547

**\*Mail**

Rural Information Center  
National Agricultural Library, Room 304  
Beltsville, MD 20705-2351

**\*Electronic Mail** through INTERNET (RIC@NALUSDA.GOV)

**\*NAL Bulletin Board** (RIC/RICHS Conference) 1-301-504-6510

University of California  
**Small Farm Center**

## **Fact Sheets for Managing Agri- and Nature-Tourism Operations**

---

### **On-Farm Customer Relations**

Customers visit your farm or ranch for the experience. Direct your attention to the best ways to make your visitors/customers feel welcome and comfortable. You want them to return as well as to tell others about your operation. Remember that your best promotion tool is word of mouth.

### **Staff Orientation**

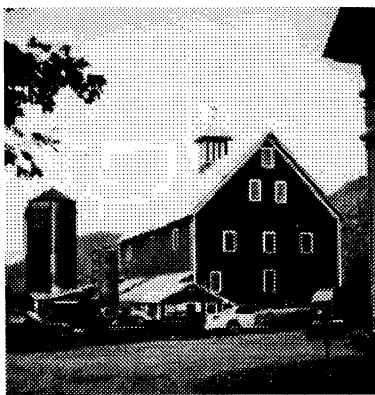
Staff training is an essential component in ensuring a high level of customer satisfaction. Staff must be knowledgeable about your operation, your services and products as well as the amenities available in local area. They should become familiar with area attractions, local restaurants and accommodations. Also, your employees should be easily identified by their dress and nametags.

This Community Data Bank quiz is designed to aid in assessing both your staff's and your knowledge of the local community:

### **Community Data Bank**

Can you answer the questions tourists most frequently ask about your community and the surrounding area?

1. Are there any museums or historical sites in the community?



*Be aware of museums, churches, and local events occurring in your community.*

*Photo by: Ellie Rilla.*

2. What kinds of lodging accommodations are available?
3. Can you recommend a good place to eat?
4. Are there any local activities or special events occurring in the next two days?
5. Where can I get service for my car?
6. Where will I find tourist information?
7. What and where are the local recreational activities and parks?
8. Are there any other local tours available?
9. Where are the local retail stores located?
10. What is it like living in this community?

*Source: Michigan State University Extension Bulletin E-2064, 1987.*

## Welcoming Visitors

Welcome each customer with enthusiasm and a smile.

For example, say "Hi, my name is \_\_\_\_\_. Welcome to \_\_\_\_\_."

Ask how you can assist them. Say, "How may I help you? May I direct you to \_\_\_\_\_?" Be pleasant, courteous and sincere.

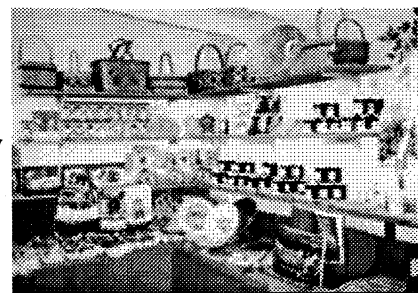
Explain what your facility offers, for example, "The produce stand featuring our own \_\_\_\_\_ is here, the tour meets over there, and the bathrooms are around the corner."

Always have time for your customers.

## Retail Sales

Be sure to post prices for products and services so that they are easily visible to customers. Use simple per item or per pound charges. State the methods of payment you accept (cash, check, charge). Also state your return check policy.

Vary product quantities and sizes. Indicate whether you provide recipes, recommendations for preserving the product for long drives, and whether or not you ship your products.



*Display your value added products in varying quantities and sizes.*

Educate your customer. Assist them in selecting the best product for their needs and explain what qualities are more desirable for different purposes. Answer questions about how the product was grown and processed. Explain what makes your product better or different than others on the market?

Place smaller sale items on higher shelves making these items more difficult to reach/shoplift. Popular items should be placed in constant view of the cashier.

## Recipes and Handouts

Check with your commodity board for recipes and handouts. Some commodity boards also have promotion posters to add to your display.

Work with a local chef to develop and offer recipes for the commodity you sell/promote. Also search the web for recipes.



### U-Pick

*In your u-pick area, post signs that provide guidelines for visitors.*

U-Pick operations need signs delineating which area of the field is available to pick, how to pick without damaging the plants, and where to walk between the plants to cause as little damage as possible. You may want to post a sign about over-picking that says, "Only pick what you intend to buy."

However, if you discover you picked a little extra, please bring the extra produce to us. Please do not throw it on the ground."

---

## Customer Mailing List

Consider using a guest book where visitors can add their names to a mailing list. The mailing list can later be used to send your newsletter or reminder notices.

## Monitoring Customer Behavior

Organize your store, facility or U-Pick operation so that there is only one entrance and one exit to monitor. For a U-Pick, this may mean temporary fencing or ropes around the field with the entrance/exit located near the parking area. Eliminate the opportunity for customers to walk directly from the picking area to their cars. If you suspect a customer has shoplifted, immediately contact the local authorities and provide the car license number, make, model and a description of the person. DO NOT try to stop the person yourself. This only upsets you and the customer and may result in an argument or worse in front of other customers.

To reduce the risk of car theft or break in, employee parking should be separate and away

from the public parking area.

## Evaluation

Improvements in customer satisfaction require good listening and communication skills. Find out what visitors like. Ask them how you can improve your services. Have short, easy to complete comment or suggestion cards that customers can drop in a suggestion box.

Create a self-assessment checklist for yourself and staff. Meet regularly to review your performance.

## Dealing with Customer Concerns

Visitors are sometimes in search of empathy and a solution to their own problems. If they have complaints or concerns, listen to their problems or frustrations without interruption. Ease the situation by remaining calm and attempting to understand the problem completely. Calmly ask questions to ensure that everyone understands the situation. Suggest several options and give the visitor the courtesy of making their own decision.

---

*This Fact Sheet was produced by Desmond Jolly, Cooperative Extension agricultural economist and director, UC Small Farm Program; and Denise Skidmore, member of the Agriculture and Nature Tourism Workgroup, May 2000.*

[Back to Factsheets](#)

[Back to Agricultural Tourism Home Page](#)

[ [Home](#) | [Feedback](#) ]

---

© 2000 Small Farm Center: [sfcenter@ucdavis.edu](mailto:sfcenter@ucdavis.edu)

<http://www.sfc.ucdavis.edu>



University of California  
**Small Farm Center**

## **Fact Sheets for Managing Agri- and Nature-Tourism Operations**

### **Conducting Farm And Ranch Tours**

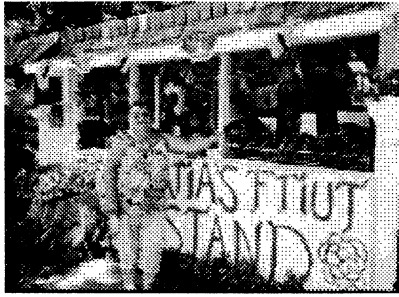
Appropriate planning is essential if you want to present a positive image of your farm and of agriculture as a whole, and to be well prepared for a group visit. Farm tours should not, generally, be conducted in an ad hoc manner.

It is important to think about what kinds of images you want your visitors to take with them when they leave (impressions, experiences, knowledge, facts, products). Here are some considerations to take into account when assessing your state of readiness for a farm tour:

- When is the best time of year for you to provide tours? Is the weather generally good at that time of year? Are unsightly chores like manure spreading or machinery cleaning occurring during that time?
- Will you charge a fee to offset the time and labor expended on the tour and to provide an economic return? If so, what will be your fee schedule?
- Will you offer products to eat at the end of the tour? If so, check with your local health department regarding regulations concerning your ability to feed guests.
- Can visitors safely tour your facility? Remember, safety is your responsibility!
- Is your farm relatively clean and in good repair? Do you practice good pest and waste management programs? Are you prepared to answer probing questions about your practices?
- Will your tour present a positive image of agriculture as a whole? Are there opportunities to demonstrate resource sensitivity, for example by providing habitat for wildlife such as hedgerows, ponds for waterfowl, etc.
- Is your farm accessible to persons with disabilities? If not, you may need to make this clear before the tour.



*Fall is a colorful time for farm tours across the United States.*



*Provide a site for commemorative photo opportunities.*

## Preparation

- Develop rules for photography. You need to decide whether visitors can take pictures of everything they see or only in certain areas. Consider providing a specific location for group/family commemorative photos where pictures can be taken beside a farm sign, farm product, or some other piece of memorabilia.
- Be sure you have given adequate attention to hygiene. Assess the adequacy of your bathroom and hand washing arrangements, especially if visitors will be handling animals before they eat.
- Provide for adequate amounts and locations of garbage cans in the eating areas.
- Public Relations: Call your neighbors to let them know about the planned tour.
- Esthetics: Ensure that dead and injured animals or discarded products will not be on display during the tour or visible to your guests.

## The Tour Schedule and Presentation

- Develop a tour program and a verbal presentation that can be modified to fit the interests and backgrounds of the audience.
- Post signs that clearly outline safety requirements.
- View your operation through the eyes of a visitor. Point out the obvious and explain the reasons behind specific operations.
- Emphasize a theme throughout the tour (for example, recycling, sustainable agriculture, food quality, animal welfare, agriculture and the environment, and conservation).

- Discuss your production systems, following the path of products from conception to consumption; from seed to tomato sauce, from cow to milk and cheese, from lamb to wool. Talk about the diverse markets your products serve, including by-products.
- Select three to five points of emphasis that you want to reinforce throughout the tour. What would you like guests to have learned by the end of your tour? Whenever possible, make it an interactive, hands-on, experience. For example: If you are touring an apple orchard, show pictures or point to trees in different stages of growth. Describe the production cycle. How much it will produce at peak yield (relate the yield to something your audience can understand, such as "as much as two children weigh"). Discuss why you grow apples here (soil, weather, and water). Describe the steps the product goes through before reaching the market. Explain the challenges and uncertainties you deal with when producing apples (pests, changing regulations, labor force issues, market). But don't bore your audience with your pet peeves. They are there for recreation, relaxation, and education.
- Have safe, organized, hands-on opportunities for children (touch the seeds, lambs, the warm pipelines in the milk barn and the cool milk tank, put feed samples in a bucket for touching, etc.). For younger children (pre-school to 3rd grade), use body language to accompany your verbal explanation to help them learn and keep them involved.
- How many people can you comfortably accommodate in a group and still conduct an effective tour? Practice the tour with other staff who will also be leading groups. Organize the tour so different groups will not get mixed up.
- Practice the tour program with a person who is not involved in your operation and get their feedback.
- Walk your tour. Check off how long it takes. Is the terrain level and well drained?

## Tour Contact

- Ascertain the general age and abilities of the members of the tour in terms of the approximate number of adults and children and why the group wants to visit your farm. Establish a comfortable ratio of chaperones to children and youth if you feel it is necessary.
- Discuss parking and provide directions to parking facilities.
- Suggest clothing that enhances safety, for example closed-toe, low heel shoes and comfortable clothing. Suggest people bring hats and sunscreen in the summer, and warm clothing in other seasons.
- Discuss meals. Will the group be eating on your property? What will meals cost? Are

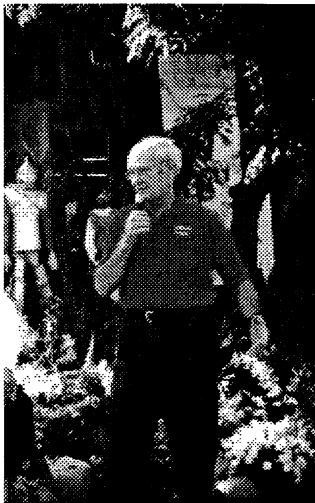


*Picnic facilities must be adequate if provided.*

your picnicking facilities adequate, if that is an option?

## Briefing the Group

- Greet your visitors on the bus if they arrive by bus. Some tour buses have a PA system that you might use to address your audience.
- Introduce yourself and firmly but politely establish expectations regarding conduct and behavior (appropriate for the age group).
- Remind visitors that your farm is a working, production-oriented operation, not an amusement park.
- Children should be advised to: walk, remember that rocks stay on the ground, stay with the group, be good listeners, and raise their hands when they have questions.
- Prepare visitors for regular farm environmental hazards such as odors, flies, dust or loud noises. However, to the extent that you can, take steps to mitigate these environmental irritants.



*Greet your guests when they arrive. If you are addressing a large group, consider using a microphone or the tour bus PA system*

## Conducting the Tour

- Walk at a pace appropriate to the group's size and age.
- Have a responsible person at the rear of the group to assist with keeping the group together.
- Discuss what the group will see before entering a noisy area.
- Children should be encouraged to repeat new words and concepts as you explain them.
- Be sure to explain any agriculture terms that may be foreign to your guests. Think of ways to relate concepts and terms to everyday life, for example, feeder mixer wagons are blenders on wheels, etc.).
- Answer only questions about what you know and limit your comments to your farm. Avoid ideological debates with guests or customers.

## Concluding the Tour

- Allow plenty of time for questions.
- Review the main concepts you introduced and refer to the key theme(s). For children's

groups, use a fill-in-the-blank method, encouraging the children to participate, thus reinforcing the information.

- Samples of the product (empty containers, pictures, or actual products) provide a great ending. Provide information on how/where they can purchase your product.
- Escort the group to the bus or parking area, thanking them for their visit. Encourage them to return.

## Post-tour Review

- Ask for an evaluation from the tour contact. What did the visitors like? What would help the group to better assimilate the information? What suggestions do they have for improving the tour?
- Establish and update a file of these notes. Review this feedback information with other tour staff before the next scheduled tour.

---

*This Fact Sheet was produced by Desmond Jolly, Cooperative Extension agricultural economist and director, UC Small Farm Program; and Denise Skidmore, member of the Agriculture and Nature Tourism Workgroup, May 2000.*

[Back to Factsheets](#)  
[Back to Agricultural Tourism Home Page](#)

[ [Home](#) | [Feedback](#) ]

---

© 2000 Small Farm Center: [sfcenter@ucdavis.edu](mailto:sfcenter@ucdavis.edu)  
<http://www.sfc.ucdavis.edu>



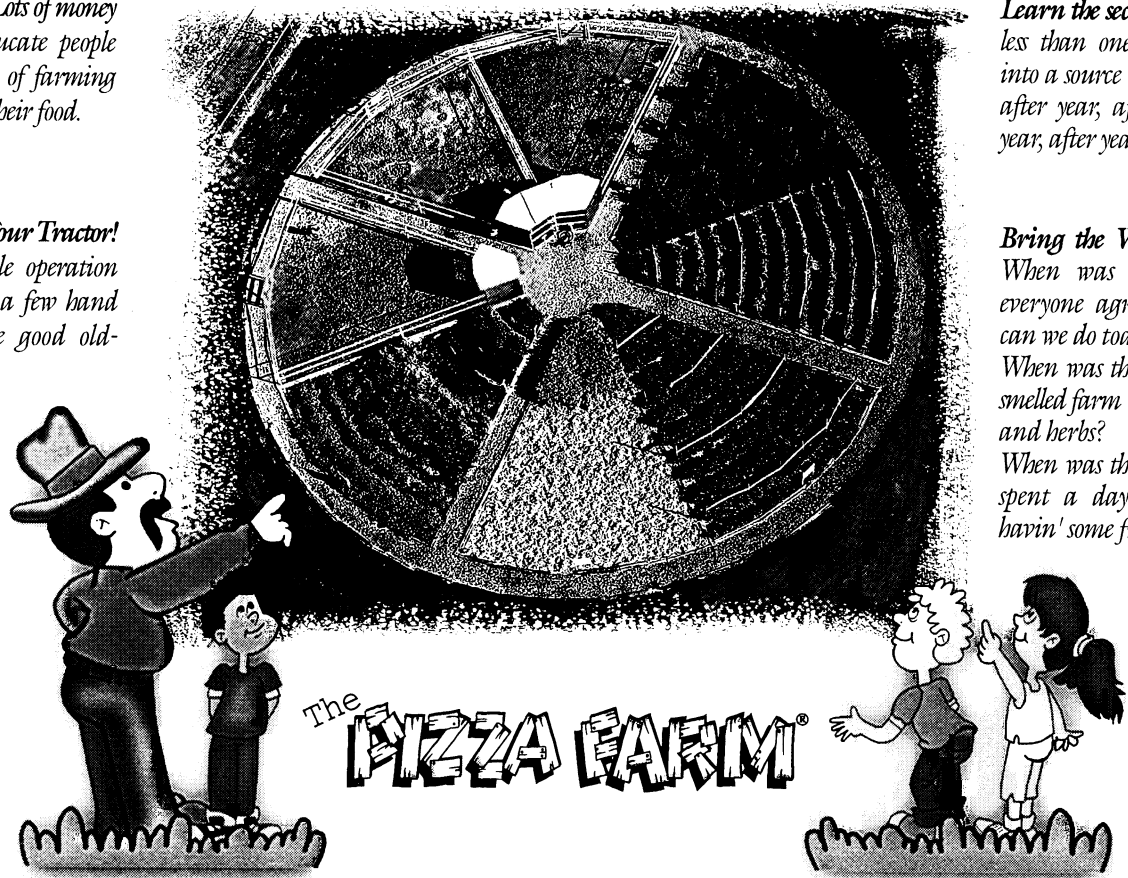
# How To Make Over \$100,000 a Year on Less Than ONE Acre of Land!

*Make money - Lots of money  
- while you educate people  
about the value of farming  
& the source of their food.*

*Throw Away Your Tractor!  
With this simple operation  
all you need is a few hand  
tools and some good old-  
fashioned TLC!*

*Learn the secrets of turning  
less than one acre of land  
into a source of revenue year  
after year, after year, after  
year, after year...*

*Bring the Whole Family!  
When was the last time  
everyone agreed on "what  
can we do today?"  
When was the last time you  
smelled farm - fresh vegetables  
and herbs?  
When was the last time you  
spent a day together just  
havin' some fun?*



The **Pizza Farm** has a built-in customer base that just keeps growing and growing: **KIDS!**

This truly unique opportunity is just what the teachers ordered. For them it's a field trip that combines lots of fun with a wonderful lesson about life, food and fiber.

For the kids it's a chance to pet a pig, pick a pepper and see where milk really comes from - not a plastic carton in the store!

This school tour program will bring thousands of children to your **Pizza Farm** every year (at \$3 / \$5 per student). And that's just the first source of revenue.

**Agri-tourism is hot! Really hot!** And the **Pizza Farm** is one of the newest and most innovative attractions ever! Kids aren't the only ones who love pizza. Almost everyone likes it! But how many have ever been to a **Pizza Farm**.

In about an hour most people will learn more about the food they eat and the importance of farming than they learned in a lifetime. All for a few bucks!

**Don't wait** another day. Call now for more information on how you can start making money for yourself, your family, your church, your association, your school - whatever! And at the same time provide a valuable service for your community.



**The Pizza Farm • 1-800-557-1222**

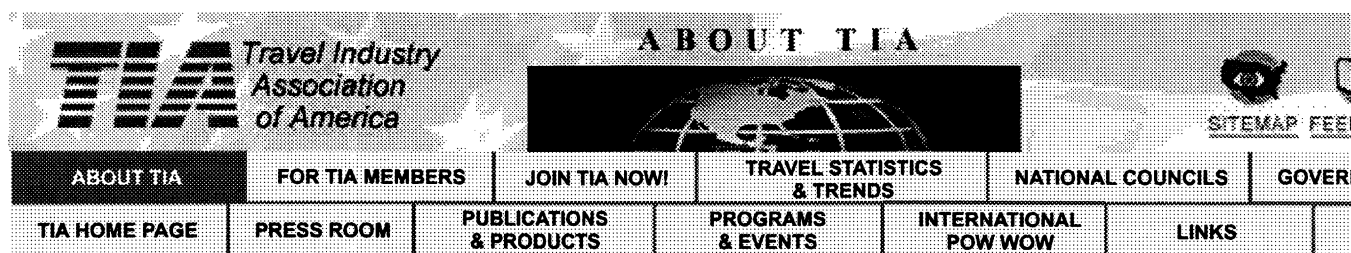
27877 Avenue 8, Madera, California 93637 • Fax: 559-661-2172

E-mail: [pizzafarmer@psnw.com](mailto:pizzafarmer@psnw.com) • Web Site: [www.pizzafarm.org](http://www.pizzafarm.org)

*The Pizza Farm is Trade Marked, Copyrighted & Protected by State, Federal & International Law*







## Sitemap

### ► About TIA

- Mission & Objectives: The Travel Industry Association of America (TIA) is the Washington D.C.-based national, non-profit association that serves as the unifying organization for all components of the U.S. travel industry, the third largest retail industry and one of the largest employers in the nation
- Board of Directors: Listing of 2000 Board of Directors and Officers
- Sustaining Members: Listing of TIA's Sustaining Members with Links to their Websites
- Foundation: Listing of 2000 Board of Directors and information on Scholarships.
- Executive Team: Meet the TIA Executive Staff
- Staff Listing: TIA Staff Listing by Departments
- Programs & Events: Listing of TIA and the entire Travel Industry Events
- Member Links: Searchable links to all TIA Members.
- Membership: Explanation of TIA's member benefits, membership categories and dues structure with online membership application and member information update form

### ► For TIA Members

- International Pow Wow: Description of the travel industry's premier international marketplace
- Programs & Events: Listing of TIA and entire Travel Industry Events
- Travel Statistics & Trends: TIA is a leader in domestic travel economic and marketing research providing the aggregate statistical dimension that gives the industry meaning and impact among policy makers in government, business, education and the news media.
- Publications: TIA publishes a wide variety of reports which may be purchased individually or through a Subscription Package -- all substantially discounted for TIA members.
- TIA Awards Programs: Get details on TIA Awards programs
- Press Programs: All the latest releases, US PR directory and other media info. available.
- Member Links: Searchable links to all TIA Members.
- Membership: Explanation of TIA's member benefits, membership categories and dues structure with online membership application and member information update form

### ► Join TIA Now!

- Benefits & Services: Listing of TIA membership benefits
- Categories & Dues: Information on Dues categories and membership fees
- Membership Application: Apply Online for TIA membership
- Sustaining Members: Listing of TIA's Sustaining Members with Links to their Websites
- Member Links: Searchable links to all TIA Members

### ► Travel Statistics & Trends

- [Domestic Research](#): Description of TIA's domestic research program with links to publications
- [International Visitor Information System \(IVIS\)](#): Provides the ability to generate customized tables and graphs on international research data such as Market Share Indicators and Demographic data from different countries
- [Economic Research](#): Read about the economic significance of the Travel and Tourism Industry
- TIA Research Programs:
  - [TravelScope](#): Detailed and geographically-specific data are collected on trip and travel characteristics
  - [TEIM](#): TIA developed the Travel Economic Impact Model (TEIM) estimates the expenditures, business receipts, employment, payroll, and tax revenues generated by travel away from home in the U.S.
  - [Travel Forecast](#): A quarterly economic forecast newsletter on the U.S. travel industry
- [Research Links](#): Contains extensive listing of links relating to Travel Statistics & Trends

#### ► [National Councils](#)

- [NCSTD](#): National Council of State Tourism Directors
- [STICDA](#): State Travel Information Center Directors' Alliance
- [NCDO](#): National Council of Destination Organizations
- [NCA](#): National Council of Attractions
- [ESTO](#): Educational Seminar for Tourism Organizations

#### ► [Government Affairs](#)

- [Issues](#): Legislative issues of interest to the travel industry
- [Contact Congress](#): Different means of Contacting Congress
- [Get Involved](#): TIA is providing an opportunity for our members to get more involved in the political process
- [Latest News](#): Bi-monthly compilation of travel and tourism-related legislative and regulatory news and information.
- [Legislative Links](#): Links to websites with information about legislation affecting the travel industry

#### ► [Press Room](#)

- [Press Releases](#): Current and past press releases
- [TravelNewsLink](#): E-mail based service that links journalists seeking information for news stories with more than 800 travel industry organizations in the USA
- [U.S. PR Directory](#): Lists of the primary media spokesperson for state travel offices and more than 100 leading convention and visitors bureaus in the U.S.
- [International Pow wow Media Directory](#): Preliminary list of international journalists attending International Pow Wow and press kit guidelines
- [E-Spokesperson Online Directory](#)
- [Travel Statistics & Trends](#): TIA is a leader in domestic travel economic and marketing research providing the aggregate statistical dimension that gives the industry meaning and impact among policy makers in government, business, education and the news media.
- [Speeches](#): Full text of past speeches by TIA's President and National Chair
- [Member Links](#): Searchable links to all TIA Members

#### ► [Publications](#)

- [Domestic Publications](#): Online catalog listing domestic travel titles and descriptions
- [International Publications](#): Online catalog listing international travel titles and descriptions
- [Manuals/Directories](#): Online catalog of TIA's directories and "how to" manuals
- [Newslines](#): Highlights of TIA's monthly membership newsletter
- [Shopping List](#): Summary listing of publications in your "shopping basket"

#### ► **Programs & Events**

- [TIA and Industry Meetings Calendar](#): Complete listing of all TIA and entire Travel Industry events.
- [International Pow Wow](#): Description of the travel industry's premier international marketplace
- [Marketing Outlook Forum](#): In a sentence, "TIA's Marketing Outlook Forum provides you with more information on more topics than any travel industry event."
- [Unity Dinner](#)
- [ESTO](#): Educational Seminar for Tourism Organizations
- [State of the Travel Industry Luncheon](#)
- [National Tourism Week](#)
- [International Marketing Programs](#)
- [TIA Awards Programs](#): Get details on TIA Awards programs
- [Press Programs](#): All the latest releases, US PR directory and other media info. available.

#### ► **International Pow Wow**

- [USA Suppliers](#): Get information on applying for booth space and on-site schedule
- [International Tour and Travel Producers](#): General information and on-site schedule
- [International Journalists](#): Information for international press
- [International Pow wow Media Directory](#): Preliminary list of international journalists attending International Pow Wow and press kit guidelines

#### ► **Links**

- Comprehensive list of links to TIA member websites and other travel industry and related websites

#### ► **Tourism Awareness**

- [National Tourism Week](#): Information on National Tourism Week and future dates.
- [Year-round Resources](#): Links to the *Tourism Works* Newsletter, tourism awareness ideas, camera ready artwork and the latest travel industry profile

#### ► **Buttons at Top of Each Page**

- [Search](#): Search the whole site for any report, meeting, cool link or any piece of information
- [Feedback](#): E-mail to send us feedback
- [Sitemap](#): Short description of the major areas in this site